

**THE RELATIONSHIP BETWEEN WORKING TIME
AND WORK LIFE BALANCE: CASE STUDY OF PT.
TOYOTA MOTOR MANUFACTURING INDONESIA**

By

Yusie Puspita Sari

0062007000007

**A Thesis presented to the
Faculty of Economics President University
In partial fulfillment of the requirements for
Bachelor Degree in Economics Major in Management**

August 2010

PANEL OF EXAMINERS
APPROVAL SHEET

The panel of examiners declare that the thesis entitled “**THE RELATIONSHIP BETWEEN WORKING TIME AND WORK LIFE BALANCE: CASE STUDY OF PT. TOYOTA MOTOR MANUFACTURING INDONESIA**” that was submitted by Yusie Puspita Sari majoring in Human Resources Management from the faculty of Economics was assessed and approved to have passed the Oral Examination on September 16, 2010.

Purwanto, ST. MM

Chair-Panel of Examiners

Maria Jacinta Arquisola, MHRM

Examiner

Imam Heru Wijayanto, MBA

Examiner

DECLARATION OF ORIGINALITY

I declare that this thesis entitled **“THE RELATIONSHIP BETWEEN WORKING TIME AND WORK LIFE BALANCE: CASE STUDY OF PT. TOYOTA MOTOR MANUFACTURING INDONESIA”** is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Yusie Puspita Sari

ABSTRACT

The purpose of this research is to investigate the relationship between working time and work life balance PT. Toyota Motor Manufacturing Indonesia's non-production employees at Head Office, whether between working time and work life balance have strong or weak relationship. Finding will be used to improve the work life balance of employee and performance both employees and company.

This research was design using quantitative research, which involves analysis of numerical data in attempt to explain the matters observed. This research is using questionnaire to collect the data. The questionnaire was spread to 70 non-production employees at Head Office in order to get more precise information to answer the matters observed. Likert scale is use to measure the data, it is by collect entire statement that has connection with investigated problems.

The study has found that there is significance correlation between working time and three of four determinants work life balance. The three elements work life balances are family life, work life and personal life, but for working time and social life, there is no significance correlation. Working time is not the prominent factor that can influence work life balance in this research, because the finding also found that there is weak relationship between working time and work life balance.

From the research findings, it is suggested for the company to support work life balance of their employees with create work life balance program, which cover determinants work life balance such as, counseling about employee and family support, educational about health related matters, encouraging employees to take an interest in activities outside of their regular work. For improvement in future research, it is suggested to make long research period to obtain more result that is comprehensive. The future research also can use other factor which affect work life balance, with different respondents and methodology.

ACKNOWLEDGMENT

Thank God Almighty, Allah SWT for all of blessing so I can through every process well in this thesis. Greatest love to my parents and my sister for their endless support and endless pray for me.

I also thanks Mrs. Maria Jacinta Arquisola for every advices that you gave, so I can understand and bring my thesis to the right direction. For Mrs. Lina, thanks for give me solution and advices in my thesis. I also thank to Mrs. Erny for reviewing my thesis.

For Ari Kusuma Dewi who always gives me motivation during process in my thesis and my HR classmate thank you for always help me when I am drop.

Finally, I also thank to all my friends for your support, and other supporting parties that I cannot mention one by one.

Yusie Puspita Sari

TABLE OF CONTENTS

PANEL OF EXAMINER APPROVAL SHEET	2
DECLARATION OF ORIGINALITY	3
ABSTRACT	4
ACKNOWLEDGEMENT	5
LIST OF TABLES	9
LIST OF FIGURES	10
LIST OF APPENDICIES	11
CHAPTERS	
I. INTRODUCTION	12 - 18
1.1 Background of the Study	12
1.2 Company Profile	13
1.2.1 About PT. Toyota Manufacturing Indonesia	13
1.2.2 Contact.....	14
1.3 Problem Identified	14
1.4 Statement of The Problem	15
1.5 Objective	15
1.6 Significance of The Study	16
1.6.1 The Academic Community	16
1.6.2 The Organization.....	16
1.6.3 The Researcher.....	16
1.7 Theoretical Framework.....	16
1.8 Scope Limitation	17
1.9 Assumption	18
1.10 Hypothesis	18
1.10.1 Null Hypothesis	18
1.10.2 Alternative Hypothesis	18

II. LITERATURE REVIEW	19-27
2.1 Work Life Balance Definition	19
2.2 Determinants of Work Life Balance	20
2.3 Good Work Life Balance and Work Life Imbalance	22
2.3.1 Good Work Life Balance	22
2.3.2 Work Life Imbalance	22
2.4 Consequences of Work Life Imbalance	22
2.5 The Relationship Work Life and Life outside Work	24
2.6 Reason for Long Working Hours	25
2.7 The Effects of Working Long Hours on Work Life Balance	26
2.8 Relationship Working Time and Work Life Balance	26
III. RESEARCH METHODOLOGY	28-38
3.1 Research Method	28
3.2 Research Framework	29
3.3 Research Time and Place	30
3.4 Research Instrument	30
3.4.1 Data Collection	30
3.5 Statistical Techniques	31
3.6 Sampling Design	31
3.6.1 Size of The Population	31
3.6.2 Sampling Technique	32
3.6.3 Characteristic of The Respondent	32
3.7 Research Data Test	32
3.7.1 Validity	32
3.7.2 Reliability	35
3.8 Research Variable	36
3.9 Data Analysis Method	36
3.10 Hypothesis	37
3.10.1 Hypothesis Testing	37
3.11 Limitation	38

IV. ANALYSIS OF DATA AND INTREPERTATION	39-56
4.1 Result	38
4.1.1 Demographic Composition of the Respondent	38
4.2 Correlation Analysis	43
4.2.1 Family Life	43
4.2.2 Social Life	46
4.2.3 Work Life	48
4.2.4 Personal Life	50
4.3 Interpretation of Result	52
4.3.1 Relationship Working Time and Family Life	52
4.3.2 Relationship Working Time and Social Life	53
4.3.3 Relationship Working Time and Work Life	53
4.3.4 Relationship Working Time and Personal Life	54
V. CONCLUSION AND RECOMMENDATIO	55-56
5.1 Conclusion	55
5.2 Recommendation	55
5.2.1 Recommendation for Company	55
5.2.2 Recommendation for Future Research	56
REFERENCES	
APPENDICES	

LIST OF TABLE

Table 3.1 Likert Scale	30
Table 3.2 Result of Validity Checking	34
Table 3.3 Brief Explanation Questionnaire	36
Table 4.1 Respondent Characteristic According to gender	39
Table 4.2 Respondent Characteristic According to Age	40
Table 4.3 Respondent Characteristic According to Marital Status	41
Table 4.4 Respondent Characteristic according to employment status	42
Table 4.5 Respondent Characteristic According to Working Time	42
Table 4.6 Model Summary of Working Time and Family Life	43
Table 4.7 ANNOVA of Working Time and Family Life	44
Table 4.8 Coefficient of Working Time and Family Life	45
Table 4.9 Model Summary of Working Time and Social Life	45
Table 4.10 ANNOVA Working Time and Social Life	47
Table 4.11 Coefficient of Working Time and Social Life	47
Table 4.12 Model Summary of Working Time and Work Life	49
Table 4.13 ANOVA of Working Time and Work Life	49
Table 4.14 Coefficient of Working Time and Work	50
Table 4.15 Model Summary of Working Time and Personal Life	51
Table 4.16 ANNOVA of Working Time and Personal Life	52
Table 4.17 Coefficient of Working Time and Personal Life	53

LIST OF FIGURES

Figure 1.1 Theoretical Framework	17
Figure 3.1 Research Framework	29
Figure 4.1 Respondent Charecteristic According to Gender	40
Figure 4.2 Respondent Characteristic According to Age	40
Figure 4.3 Respondent Charecteristic According to Marital Status	41
Figure 4.4 Respondent Charecteristic According to Employment Status...	42
Figure 4.5 Respondent Characteristic According to Working Hours per day	43

APPENDICES

APPENDIX 1 Questionnaire

APPENDIX 2 Supporting Data by the Company

APPENDIX 3 Output from SPSS

I. INTRODUCTION

1.1 Background of The Study

Today's modern lifestyle shaped mostly career in career-centered manner, which cause people to spend most of their time at work. Work still is necessity but it should be a source personal satisfaction as well. Working people therefore have more interaction with their colleagues than their family members, relative and friends. We used to hearing from that professional such complaint as "There is a lot of to do, but no time" or "I have no time for myself" (Greenbalt 2002). These kinds of complaints keep people for social activities. Because of over-workload, people have difficulty in allocating time for their own private lives, their family and their social environment. However when the balance is damaged in life, this affects the work-life in the long run, because life is a whole; damage in one side will surely be reflected to other side.

Work and non-work demands related with work life balance, some scholars define work life balance as the absence of unacceptable levels of conflict between work and non-work demand (Clark:2000). The other researchers also define that work life balance as fulfilling the demands satisfactorily in the four basic areas of life; there is work, community, family and private.

Balance is as important for life, as bread, water and air. If one of a few from the components of life is more less than necessary, deterioration will occur in the life form. Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life (Guest 2001).

For some companies with high level employee satisfaction know that work life balance is part of business strategy that provides as solid return of investment for

the company as well as the workforce. According survey by Canada employers 1999; work life balance program help them to reinforce recruitment, raise retention, decrease absenteeism, limit late comers, power productivity; neutralize the nay saying, promote participant in the training and engage with the organization.

Therefore, work life balance has become the cynosure of wide disciplines ranging for psychology to sociology, from human resources to organizational behavior. Successful business leaders or organization they also help their employees to balance work life issue. Work life balance is not about the time allocated equally among work, family and personal demands but how much time is spent, because every balance element requires a certain amount of time, which is also limited.

1.2 Company Profile

1.2.1 About PT. Toyota Motor Manufacturing Indonesia

PT. Toyota Motor Manufacturing Indonesia is a joint venture company between PT. Astra International Tbk of Indonesia and Toyota Motor Corporation of Japan. Established in 1971, 95% of shares Toyota Motor Manufacturing Indonesia held by Toyota Motor Corporation (TMC) and 5% stake held by PT. Astra International Tbk. During 32 years, PT. Toyota Motor Manufacturing Indonesia and PT. Toyota-Astra Motor, have an important role in development industry automotive in Indonesia and open employment for their supporting industry.

PT. Toyota-Astra Motor is a joint venture company between PT. Astra International Tbk (51%) from Indonesia with Toyota Motor Corporation (stock 49%) of Japan. PT. Toyota Astra Motor is sole distributor of products of PT. Toyota Motor Manufacturing Indonesia for domestic marketing. Currently, the main business of PT. Toyota Motor Manufacturing Indonesia is an assembly of Toyota vehicles and automotive components manufacturing. PT. Toyota Motor Manufacturing Indonesia also control the global market that is recognized by Toyota Motor Corporation as "Basic production Kijang multipurpose vehicle", PT. Toyota Motor Manufacturing Indoenesia has a production

plant, such as: Stamping Plant, Casting Plant, Engine Plant, and Assembly Plant in the area of industry - Sunter Jakarta. To improve product quality and production capability, modern Karawang Plant has been using the latest technology in Indonesia, completed in 1998 with adequate facilities, management systems, and environmental quality.

PT. Toyota Motor Manufacturing Indonesia has successfully built sales and after-sales network throughout Indonesia. Consists of five main dealers and 75 dealers who operates 142 sales outlets and 101 sales outlets. With this vast network, for several years PT. Toyota Motor Manufacturing Indonesia has successfully achieve the highest sales in the automotive industry; year 2003, PT. Toyota Motor Manufacturing Indonesia managed to sell 100.881 units of cars to achieve top rankings in the Indonesian market.

1.2.2 Contact

Head Office PT. Toyota Motor Manufacturing Indonesia

Jl. Yos Sudarso, Sunter II

Jakarta 14330 - Indonesia

Phone: (62-21) 651551 (hunting), Fax: (62-21) 6515360.

1.3 Problem Identified

Based on researcher survey in PT. Toyota Motor Manufacturing Indonesia (Head Office) from March – May 2010, researcher found that many employees who work extend normal working hours. The normal working hour is ± 8 hours/ day from 8am – 4.30pm; but in actual, many employees work more than 8hours/day. The survey also support by data from remuneration Department, which is recorder that in May 2010, 90% employees in PT. Toyota Motor Manufacturing Indonesia both production and non-production employees work extend normal working hours with average 1 – 3 hours extend normal working hours per day (see appendix 2). It is thought that individuals are working longer hours because of increasing workloads and job demands, job insecurity and performance standards and pressure (*Sparks et al, 1997*).

According to Harrington (2001), working extend normal working hours will affect non-work demand. Some studies also show that employees in Hong Kong work very long hours that poor work-life balance is affecting their productivity, health and relationship with family and friends (*Work-Life Balance: The Guide A practical guide for small, medium and large companies in Hong Kong; Kate Vernon, Community Business June 2009*).

Based on researcher's survey which supported data by company and some studies about Work Life Balance before, this research will explore more the relationship between working time and work life balance in PT. Toyota Motor Manufacturing Indonesia.

1.4 Statement of The Problem

This research aims to find out:

Is there significance correlation between working time and Work Life Balance following in the four determinants Work Life Balance (Work, Family, Social and Personal Life).

1.5 Objective

The main objective in this research is to investigate the relationship between working time and work life balance non-production employees in PT. Toyota Motor Manufacturing Indonesia.

1.6 Significance of the Study

This research has some objectives to be achieved in this research for academic community, organization and other researcher. The following items below are the advantages of this research:

1.6.1 The Academic Community

The research can add some information and knowledge about the relationship between working time and work life balance.

1.6.2 The Organization

This research is also contribute to PT. Toyota Motor Manufacturing Indonesia as a source of reference of determining future effective working life balance program for employees and organization.

1.6.3 The Researcher

Moreover, this study would also extend the personal knowledge of researcher, as it comprise of investigation and exploration of relationship between working time and work life balance.

1.7 Theoretical Framework

The framework explains what researcher aims to find out in this study. By the using problem of PT. Toyota Motor Manufacturing Indonesia as the background, this study intends to find out the relationship between working time and work life balance:

- a. Working Time: Through this parameter, researcher has tried to throw light on number of hours of employee works in a day.
- b. Work Life: Through this parameter researcher has tried to know the employee feeling when their running in their routine activities at work. This parameter also look at how satisfied the employee with their work life
- c. Family Life: Family is integral part of individuals' life. Using this parameter researcher measure to the time of employee spends with their family on daily basis. This include the time the individual spends at home and also tried to throw light on the frequency the employee spend their time for family activities, event and communication.

- d. **Personal Life:** Personal life is the time of employee devotes to their holistic development. The researcher has tried to highlight the time the employee developing their personal life, include time for their hobbies, relaxing etc.
- e. **Social Life:** Social Life is the time of employee devote to their social development. Such as, joined organization or community outside workplace, sharing and discuss with their friend etc.

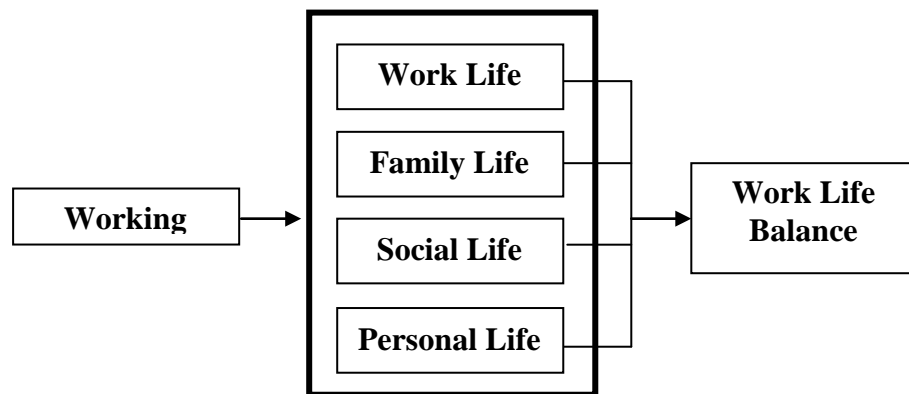


Figure 1.1 Theoretical Framework

Source: Adopt from Erden Ramazen and Karakose, Turgut (2008)

1.8 Scope and Limitations

With the purpose of setting the perimeter of the study, it would only cover specific areas as follow:

1. The research only to investigate the relationship between working time and work life balance, which the relationship does not imply causation.
2. The research would be conducted at PT. Toyota Motor Manufacturing Indonesia (Head Office).
3. The respondent would be comprised of non-production employees in staff level.
4. The research did not limit the study to specific gender, marital status, education level or age categories. However, the research still gathers data regarding gender, age categories level for demographic description of the study.

1.9 Assumption

The extend working time the less time available to devote non-work demand (family, community and personal life).

1.10 Hypothesis

Based on the statement of the problem above, researcher took hypothesis as follow:

1.10.1 Null Hypothesis

There is no relationship between working time and work life balance.

1.10.2 Alternate Hypothesis

There is relationship between working time and work life balance.

II. LITERATURE REVIEW

2.1 Work Life Balance Definition

As a person, people play many roles in their life: roles as employee, boss subordinate, spouse, child, sibling, friends and community member. Each of these roles imposes demands on them that require time, energy and commitment to fulfill. Work-family or work-life conflict occurs when the cumulative demands of these many work and non work-life roles incompatible in some respect so that participation in one roles is made more difficult by participant in the other role (Duxbury & Higgins, Oct 2001).

Guest (2001), amongst others, takes the term *work-life balance* apart and analyses each of the concepts - *balance*, *work* and *life* - thus highlighting the complexities and dangers in the loose use of metaphor. He refers to the term *work-life balance* as a misnomer and one that serves simply as convenient shorthand for work and the rest of life.

Another researcher defines work life balance as satisfaction and good functioning at work and at home with minimum role conflict. Greenhau et al. (2003) view work life balance end by extensive imbalance in favor of a particular role (for instance, family) through some relatively balanced state to extensive imbalance in favor of the other role (e.g., work) as the other anchor point. Felstead et al. (2002) define work life balance as the relationship between the institutional and cultural times and spaces work and non-work in societies where income predominantly generated and distributed through labor markets.

Work life balance is about adjustment that can be made to working patterns to enable people combine work with other facets of our life. Bratton and Gold (2003:105) define work life balance as, “The relationship between the

institutional and cultural time and space of work and non-work in societies where income is predominantly generated.” This includes the concept of paid work and also indicates the trend how our home life and work life can merge (Carol M. Wood: 2000)

2.2 Determinants of Work Life Balance

Many Things in life are determinants of work life balance. The research are related the most with work life balance are grouped here.

a. Individual:

An individual is the most important determine of Work-Life Balance. Two American cardiologist Rosenman & Friedman determined two different type of personality depending on heart disorders and individual behaviors: type A and type B. Type A is express someone who is more active, more work-oriented, more passionate and competitive. While type B is calm, patient, balanced and right minded (Rhodewalt et al, 1984; Baltas and Baltas, 2000; “Importance of Work-Life Balance in Today’s Information Age” page 2). It can be argued that a person who has type A is more work oriented and there will be negative reflection of it to work-life balance.

Work holism also connotes same like type A, over addiction to work, being at work for a very long time, overworking and being busy with work at times out of work. When work holism considered as “inconceivable interest in overworking”, it is possible to define a workaholic as someone who is not interested in any other subject than his or her job. Work holism can be damage person health, personal happiness and relation with others (Temel, 2006; “Importance of Work-Life Balance in Today’s Information Age” page 3). Life is not only about work, workaholics suffer from alienation, family problems and some health problems. (Porter 1996) states that like alcoholics, workaholics neglect their family, friends, relationship, health care and other social responsibilities.

b. Family

The demands that one experiences in family life and that have effects on our life balance can be given as demand of workload (e.g shopping chores, childcare, etc) and time, role expectations in the family and support to be given to the spouse (Aycan et al., 2007).

c. Work and Organization

Work environment is more effective in work life imbalance than the family environment. Work load might pose time pressure on an individual through at work that takes up the spare time which , otherwise, would be allocated for other interest. Furthermore, it causes stress and negative feelings that damage the factuality of the individual in our private life (Aycan et al., 2007). Allocating more time for work may bring some extra income; however, this means sacrificing from the time for social and family roles. From the perspective of the organization, working hours and schedule are the most crucial points of work life balance. Work hours and schedule can affect mental health, physical health and well being of employers. Long work hours (e.g. 10 hours/ day) and certain kind of shift schedules are known to cause elevated risk for range of mental and physical health problems (Lowe, 2005).

d. Social Environment

Another determinant of work-life balance is social environment. Especially in countries that stand out with the culturally collectivist characteristic, an individual also has responsibilities towards certain social groups in addition to them and their family (Hofstede, 2001; pp 3). Every social group such as relatives, friend and neighbors has demand on the individual. For example, an individual, just they do with their family members, also have spend time with the members of the social groups they belongs. As such, the size of one's social environment become a factor on work life balance

2.3 Good Work Life Balance and Work Life Imbalance

2.3.1 Good Work Life Balance

A balanced life is a lifestyle where components are in proportion relative each other. In proportion may mean that there is nothing wrong with the relative weight, but it may also mean that the weights are the best possible (Ruut Venhove; p.1).

2.3.2 Work Life Imbalance

An imbalanced then, is a lifestyle in which more components have too much weight at the expense of other components. For example, too much paid work and as result too little time at home with the family and for themselves.

Imbalance was a factor for those in managerial positions, on higher incomes, working longer hours, for women rather than men, for those with dependent children; and for multiple jobholders (Guest; 2001).

2.4 Consequences of Work Life Imbalance

There are three types of conflict as result as Work-Life Imbalance; time-based, stress-based and behavior based (Efeoglu, 2006; Aycaan et al, 2007). The time-based conflict is about what one's limited time mostly allocated. When individual do not allocate the limited time equally demanding of groups, a negative result occurs in those who have not had enough time. In general, work take up most of the time, thus leaving little for the family and other aspect of life.

The stress-based conflict occurs when one of the role of the individual at work or in the family cause stress on the individual (Efeoglu 2006). The behavior-based stress occurs when the behaviors at work and out of work are dissonant and conflicting. For example, when a manager who has to be strict and disciplined at work carries on with this behavior at home, a manager might experience

problems with the family members (Aycan, 2007). Conflicts due to work imbalance have personal, family and organizational implications.

a. Personal Implications:

Aycan et al (2007) categorized the effects of life imbalance in three groups: psychological problems (stress, exhaustion, depressive feelings, loneliness and nervousness, feeling of guilt, lack of satisfaction, anxiety), psychosomatic problems (physical problems due to psychological problems) and dissatisfaction arising from lack of time to allocated for the self.

According to Lowe (2005), work life imbalance affects the overall well-being of the individual causing such as problems dissatisfaction of life. Aycan et al, 2007 found that people who work long hours, are exposed to more stress related to work and experience more work-family imbalance suffer from psychosomatic, sleeping disorders more.

b. Family Implication

Organization expect from the individual to allocate more time for their work while at the same time the family want they to perform their responsibilities duly. Those who cannot sustain work-life balance are bound to experience many problems in their families such as lower family satisfaction, decreased involvement in family roles, problems in the relation with family members, friends and social environment (Aycan et al., 2007)

c. Organizational Implication

When work life balance is damaged, the individual's problems out of work affect people performance at work.

2.5 The Relationship Work Life and Life outside Work

Conceptualize 'Work Life Balance' necessitates an understanding of the relationship between work-life and non-work life. Work analysts note that there are typically five main models that can be drawn on in these respects (Zedeck and Mosier, 1990; O'Driscoll, 1996; Guest, 2001). A brief overview of these models follow:

1. Segmentation Model

Holds that work and non-work are two distinct spheres of life that are lived separately with neither one having influence on the other.

2. Spillover Model

Hypothesizes that either world can influence the other in positive/negative ways.

3. Compensation Model

Suggests that what may be lacking in one domain in terms of demands and satisfactions can be made up for in the other. For example, work may be repetitive and routine but this is compensated for by a major role in local community activity outside work. In the fourth model activities in one sphere facilitate activities in the other.

4. Instrumental Model

An example here is of an instrumental worker who will work long hours to maximize earnings, even if it means working in routine jobs, to allow him/her to purchase house/car for a young family.

5. Conflict model

This proposes that when there are high levels of demand in all spheres of life, difficult choices will have to be made which will often result in conflicts. Conflict model, this proposes that when there are high levels of demand in all spheres of life, difficult choices will have to be made which will often result in conflicts

Guest (2001) argues that while these models provide us with ways of viewing the relationships between work and non-work, further research needs to provide frameworks for the analysis of the boundary between work and the rest of life.

2.6 Reason for Long Working Hours

There are five reasons the individual to work long working hours (Margaret Adams, Gower, Aldershot.; *The Work-Life Balance Trainer's Manual*,):

1. Excessive workloads – people find they cannot fit their work into the assigned hours. In order to keep up and meet deadlines they take work home. They work at weekends. They work late at their workplace, often for no additional payment.
2. Desire to progress within the organization – where long hours are expected of people, often only those who are prepared to conform gain promotion. Therefore, people who are ambitious to reach the top will fit in with the long hours culture.
3. Personal choice – people want to work long hours. They enjoy their work or they have a clear work-related objective in mind. This might be achieving a particular promotion or wanting to learn more about a subject.
4. Problems at home – some people find it easier to deal with work problems than with issues at home or in their lives outside work. They hide in their work and behind their workload.
5. Personal financial need – some people need the extra money that overtime offers. They either work long hours in one job or take a second job to help them to achieve the financial security they want.

2.7 The Effects of Working Long Hours on Work Life Balance

Kodz et al (2001) note how most research that addresses the effects of long hours on personal and family factors. Working long hours was associated with disruption to family activities and atypical work (for example, working at the weekend or evenings) was associated with dissatisfaction with the amount of time mothers were able to spend with their children and with dissatisfaction with the amount of time spent as a couple. Also, long hours (of both parents) were associated with less involvement with and disruption to children's activities.

2.8 Relationship Working Time and Work Life Balance

Most the study on work life balance is focus on specific aspect of lifestyle, such as the number of working hours (Faganini & Letablier, 2004). Work life balance research on the effect of long work hours and on the desirability of hours reductions often rests upon the "scarcity hypothesis" (e.g., Baruch, Beiner & Barnett, 1987; Bielby, 1988; Hyde, DeLamater & Hewitt, 1998; Barnett & Gareis, 2000), which makes the straightforward assertion that human energy is limited. The more one works, the less time and energy one has available to devote to family, personal, or civic engagements. Long work hours, then, are likely to generate conflict for workers, and reductions in work-time appear desirable.

Reinforcing this view of work time are several trends in work and in non-work structures. Professionals are working longer and longer hours, while more families are juggling careers for both spouses (Jacobs & Gerson, 1998). Such workers, when surveyed, often do report a desire to work less and to have more time for them (Bond, Galinsky & Swanberg, 1998; Moen, 2003). Accordingly, work/family scholars have examined the effects of long work hours and have studied the emergence of various types of reduced-load work arrangements, generally with the assumption that these reductions would benefit worker

However, as Barnett and Gareis note, existing research on the effects of long hours is mixed: "short hours are not necessarily or universally associated with

better outcomes, neither are long hours necessarily or universally associated with negative ones”.

III. RESEARCH METHODOLOGY

3.1 Research Method

In this research, the researcher will explain about the methodology that applied in this research. This research will apply quantitative method; researcher tries to discover correlation between working time and work-life balance. Since that, researcher applies correlation analysis as statistical tool in analyzing the data.

Quantitative method use number to prove or disprove a notion or hypothesis. The process to measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationship (Thesis Guideline, 2010). In quantitative research, concept and variable of the study are being limited by guiding the research to a controlled setting, more systematic and structures in a research design (Kriyantono, 2006:57).

This research measures correlation, and according to Cooper and Schindler (2006), quantitative research is very controlled, exact approach to research. It uses statistical tool, e.g. double regression linear, correlation, etc. to analyze data.

In collecting data, the researcher used primary data by using Likert Scale questionnaire. The consideration of using primary data is the sources of data availability. Researcher can gather information and measure what researcher wish to as well as accuracy and consistency of data.

3.2 Research Framework

The sequences steps of research framework are as follow:

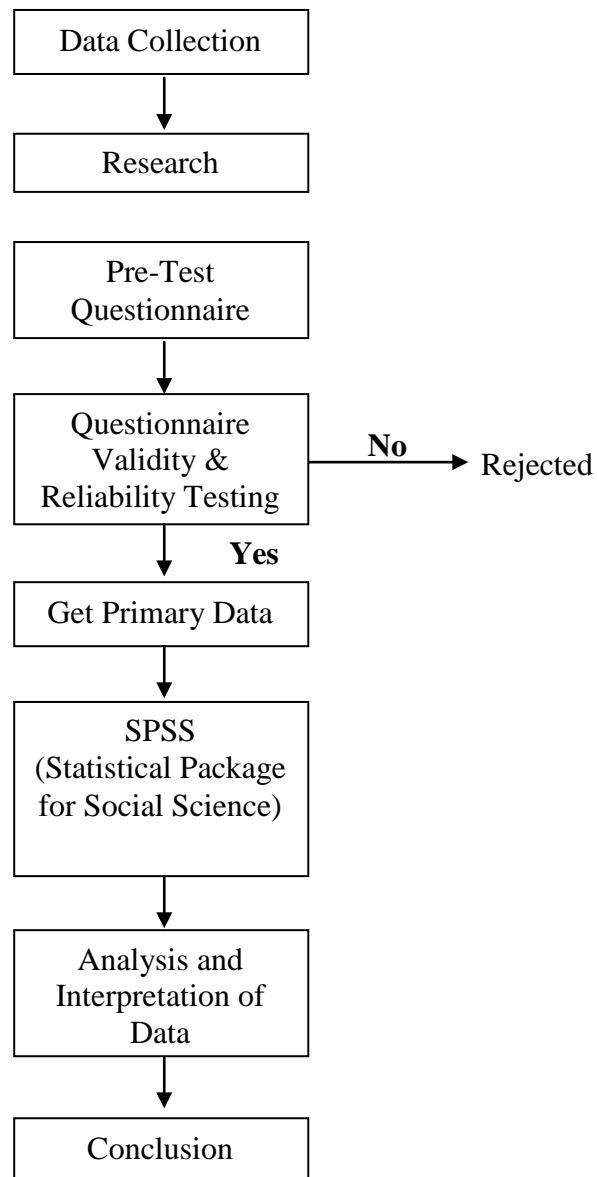


Figure 3.1 Research Frameworks

Source: Adjusted by researcher

3.3 Research Time and Place

This research is across sectional studies. Cross sectional studies is a study can be done in which data gathered just once, perhaps over period of days, weeks or months, in order to answer research question.

Researcher starts survey this research for collecting data on July. The survey conducted from July 22 – July 23, 2010 in PT. Toyota Motor Manufacturing Indonesia (Head Office).

3.4 Research Instrument

3.4.1 Data Collection

a. Observation

At the beginning of this research, researcher found some problems happened in the company. The problem should be related with Human Resources Management and elements that influence human resources. After the problem was found, researcher does research to analyze the problem and find the solution in the end.

b. Questionnaire

Questionnaire used is Likert Scale questionnaire with scoring 1 – 5. In Cooper & Schindler study (2006, pp 370), the Likert Scale, develop by Rensis Likert, is the most frequently used variation of the summated rating scale.

The figure and regulation for the questionnaire is shown below:

Table 3.1 Likert Scale

No	Statement	1	2	3	4	5
		Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
1						
2						

Source: Create by researcher

The research made use of Likert scale due it is simplicity, flexibility and reliability (Dornyei, 2003). The participant is asked to agree or disagree with each statement. Each response option is assigned a numbering for scoring purpose. The

reason using Likert scale is because Likert scale easy to calculated and respondent can simply filing the questionnaire without spent a lot of time. The questionnaire is using Indonesia, in order to ignore the respondent's misunderstanding.

3.5 Statistical Techniques

Researcher used two kind of the computer software to analysis the data:

- a. SPSS (Statistical Package for Social Science) version 14.0

Researcher used the SPSS program to test hypothesis.

- b. Microsoft Excel 2007

Researcher used Microsoft Excel to gather the demographic of the respondents and also frequency and percentage answering the questionnaire.

3.6 Sampling Design

3.6.1 Size of the Population

According to Lind D.A, Marchal, W.G & Manson, R.D., 2002 pp. 7, population is a collection of all possible individuals, object, or measurements of interest. Measuring the population is important before start collecting the data because to determine the sample, population be determine first.

The target population of this study was Non-Production Staff of PT. Toyota Motor Manufacturing Indonesia. The sample for this survey was comprised of respondent who work at Head Office of PT. Toyota Motor Manufacturing Indonesia. Other reason to choose PT. Toyota Motor Manufacturing Indonesia as the place to survey of the study is because the researcher has already have good relationship with the company so the research will mutually benefit both the researcher in ease getting data and feedback of the Working Life Balance for the company.

3.6.2 Sample Technique

The technique of determining sample in this research is based on theory stated in Hair et al, 2006, pp. 102.

For sample size:

- (1) The sample must have more observation than variables.
- (2) The minimum absolute sample size should be 50 observations.

According to the theory above, researcher expect the population will be normal hence, the minimum sample determining at least 30 respondents for unknown population.

3.6.3 Characteristic of the respondent

The total of the respondent in this research are 70 Non-production staff at Head Office. The questionnaire use Indonesia Languages. From 70 questionnaires given in PT. Toyota Motor Manufacturing Indonesia (Head Office), all of them are successfully fulfilled by respondents and valid. The valid, in here, mean all questions in the questionnaire is answered properly by respondent.

3.7 Research Data Test

Data analysis and process should use tool gauge to find validity and reliability level. It is also using an analysis tool and data process in order to answer problem formulation.

3.7.1 Validity

According to Lind D.A et al, validity is the extent to which measurement what we actually wish to measure (Business research method 2006: 318). Validity in a research is a necessary to have proved the correctness of the research was conducted. A research cannot be continued if the data is not valid.

Construct validity are needed to get validity testing. In construct validity, testing the researcher was used Person Product Moment Correlation Coefficient. This formula was used to test the item validity of the questionnaire, which made based

on the four life elements work life balance (work, family, social and personal), to find out which questions invalid and which questions that need to be eliminated. The coefficient of correlation of Pearson Product Moment can be based on the actual values of X and Y. The formula is:

$$r = \frac{n(\Sigma XY) - (\Sigma X)(\Sigma Y)}{\sqrt{(n\Sigma x^2 - (\Sigma x)^2)(n\Sigma y^2 - (\Sigma y)^2)}}$$

Where :

- n = the number of paired observation
- ΣX = the X variable summed
- ΣY = the Y variable summed
- ΣX^2 = the X variable squared and the squares summed
- $(\Sigma X)^2$ = the X variable summed and the sum squared
- ΣY^2 = the X variable squared and the squares summed
- $(\Sigma Y)^2$ = the Y variable summed and the sum squared
- $\Sigma X Y$ = the sum of the product of X and Y

The complete validity testing result is as follow:

Table 3.2 Result of Validity Checking

Variable	Corrected Item-Total Correlation (Validity)	r table	Status
VAR00001	.602	.514	Valid
VAR00002	.591	.514	Valid
VAR00003	.673	.514	Valid
VAR00004	.049	.514	Invalid
VAR00005	.611	.514	Valid
VAR00006	.568	.514	Valid
VAR00007	.566	.514	Valid
VAR00008	.580	.514	Valid
VAR00009	.570	.514	Valid
VAR00010	.543	.514	Valid
VAR00011	.057	.514	Invalid
VAR00012	-.078	.514	Invalid
VAR00013	-.039	.514	Invalid
VAR00014	.643	.514	Valid
VAR00015	.659	.514	Valid
VAR00016	.528	.514	Valid
VAR00017	.684	.514	Valid
VAR00018	.537	.514	Valid
VAR00019	.683	.514	Valid
VAR00020	.313	.514	Invalid
VAR00021	-.272	.514	Invalid
VAR00022	-.223	.514	Invalid

Sources: SPSS 14.0 and Primary Data by Researcher

From the result of validity checking from SPSS 14.0 and corrected item – total correlation compare r table above shows that there are 7 (seven) invalid item, and exactly removed from the questionnaire. Those variables invalid are 4,11,12,13,20,21,22 and 15 (fifteen) variables are valid can be valid questionnaire to gather primary data.

3.7.2 Reliability

Reliability can defined as the extent to which measures are free from random error (Malhotra & Peterson, 2006). In this research, the reliability test was used Split-Half Method. The split half method can be used when the measuring tool has many similar questions or to which the respondent can answer.

$$r_i = \frac{2 \cdot r_b}{1 + r_b}$$

Or

$$\text{Reliability of scores on total test} = \frac{2 \cdot \text{reliability for } \frac{1}{2} \text{ test}}{1 + \text{reliability for } \frac{1}{2} \text{ test}}$$

3.8 Research Variable

Here the brief explanation of each variable in the questionnaire:

Table 3.3 Brief Explanation Questionnaire

No	Beginning Variable	Variable	Brief Explanation
1	Family Life	V1	Spent time for family every weekend
		V2	Communication with family member everyday
		V3	Spent time for family event
2	Social Life	V5	Spent more time in activities outside work
		V6	Joined organization outside workplace
		V7	Discuss and sharing with community/ friends
3	Work Life	V8	Routine activities at work and personal activities
		V9	Routine activities at workplace
		V10	Focus on the job
4	Personal Life	V14	Spent enough time for sleep
		V15	Spent time for relaxing
		V16	Spent time for exercise
		V17	Spent time for hobbies or other interest activities
		V18	Work at home
		V19	Habit to diet healthy purpose

3.9 Data Analysis Method

Data analysis is the process of editing and reducing accumulated data to a manageable size, developing summaries and looking for patterns and applying statistical techniques (Cooper & Schindler, 2006, p.90). For the data processing in this research, the researcher is using:

1. Double Linear Regression

This method is use to find a relationship between among variable if there are more than one independent variable and one variable dependent (Santoso, Singgih 2003).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Y = Dependent Variable: Four Determinants Work Life Balance
(Family Life, Social Life, Work Life and Personal Life)

X_1 = Independent Variable: Working Time D1 (9 – 10 Hours/ day)

X_2 = Independent Variable : Working Time D2 (11- 12 Hours/ day)

β_0 = Constantan or inclination of regression line

β_1 = Inclination of regression line picture of regression coefficient X_1

β_2 = Inclination of regression line picture of regression coefficient X_2

3.10 Hypothesis

Hypothesis testing is utilized to examine the significance influence between independent and dependent variable.

3.10.1 Hypothesis Testing

H_0 : There is no significance between working time and work life balance

H_1 : There is significance between working time and work life balance

1. F – Test

F – Test is used to determine whether there is a relationship between independent variable and dependent variable (Brenson, 2006;126). By comparing F calculation and F table, we can know if there is any relationship between independent variable and dependent variable. If the F – Test result less than α (0.05) and it is the most common used (Berenson et.al. 2006), thus the H_1 is accepted. It means simultaneously all the above independent variables influence toward dependent variable. The vice versa, if the significance F is more than α

(0.05), thus H_0 is accepted, means simultaneously all independent variables have no significant influence toward dependent variable.

$H_0: \beta = 0$, if significance $F > 0.05$, accept H_0

$H_1: \beta \neq 0$, if significance $F < 0.05$, accept H_1

3.11 Limitations

Some problems encountered during the research period are as follows:

1. This research is limited only in PT. Toyota Motor Manufacturing Indonesia (Head Office).
2. The respondents are PT. Toyota Motor Manufacturing Indonesia's Non-production staff Level who work at Head Office.

IV. ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

4.1 Result

This chapter will explain the result of the research through data analysis and the interpretation of the result. The data analysis will show the result in tables and charts and analyze the finding in statistical manner.

4.1.1 Demographic Composition of the Respondent

Analyzing demographic composition of the respondent would provide the research with general overview of how the respondents are generally distributed. The demographic analysis covers age composition, gender variation, marital status and employment status.

a. Respondent Characteristic According to Gender

Table 4.1 Respondent Characteristic According to gender

Characteristic	Categories	Frequency	Percentage (%)
Gender	Female	21	30
	Male	49	70
Total		70	100

Source: Primary data

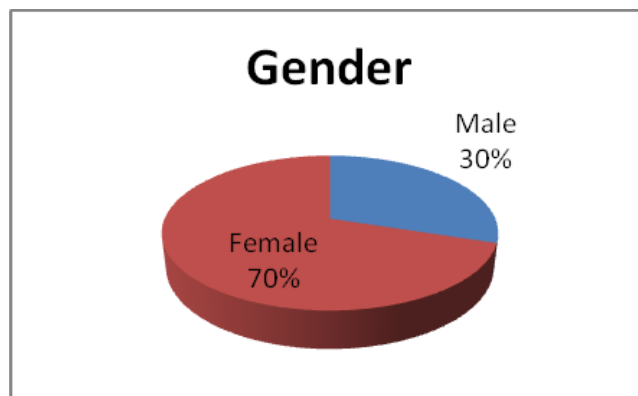


Figure 4.1 Respondent Charecteristic according to gender

Source: Primary Data

The figure 4.1 shows that 21 person (30%) of the respondent are female and 49 person (70%) are male.

b. Respondent Characteristic According to Age

Table 4.2 Respondent Characteristic According to Age

Characteristic	Categories	Frequency	Percentage (%)
Age	Under 26	18	25.72
	26 – 35	29	41.43
	36 – 45	17	24.28
	46 - 55	6	8.57
Total		70	100

Source: Primary data

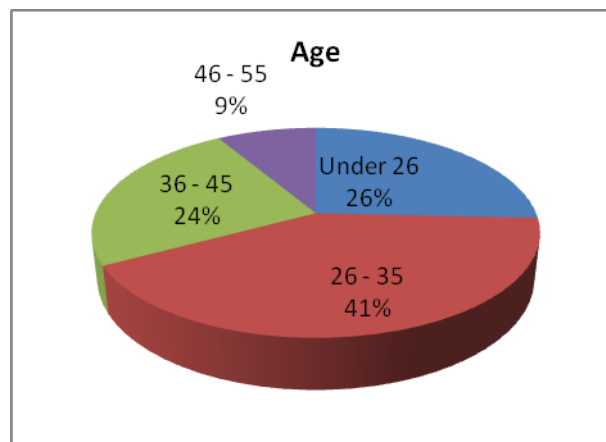


Figure 4.2 Respondent Characteristic according to age

Source: Primary Data

The figure 4.2 above shows that the respondent whose age under 26 years is 18 person (25.72%) , the respondent which age between 26 – 35 years is 29 person (41.43%) , the respondent which age between 36 – 45 is 17 person (24.28%) and the respondent which age between 46 – 55 is 6 person (8.57%).

c. Respondent Characteristic According to Marital Status

Table 4.3 Respondent Characteristic According to Marital Status

Characteristic	Categories	Frequency	Percentage
Marital Status	Married	46	65.72
	Single	24	34.28
Total		70	100%

Source: Primary data

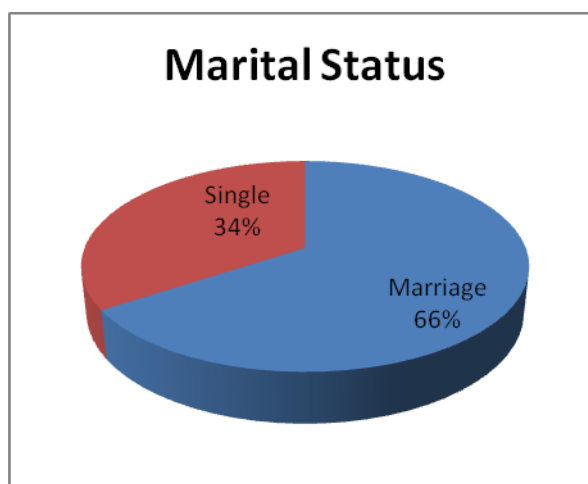


Figure 4.3 Respondent Charecteristic according to marital status

Source: Primary Data

Figure 4.3 has shows that 46 person (65.72%) of the respondent are married and 24 person (34.28%) are single.

d. Respondent Characteristic According to Employment Status

Table 4.4 Respondent Characteristic according to employment status

Characteristic	Categories	Frequency	Percentage
Employment Status	Permanent	54	77.14
	Contract	16	22.86
Total		70	100%

Source: Primary data

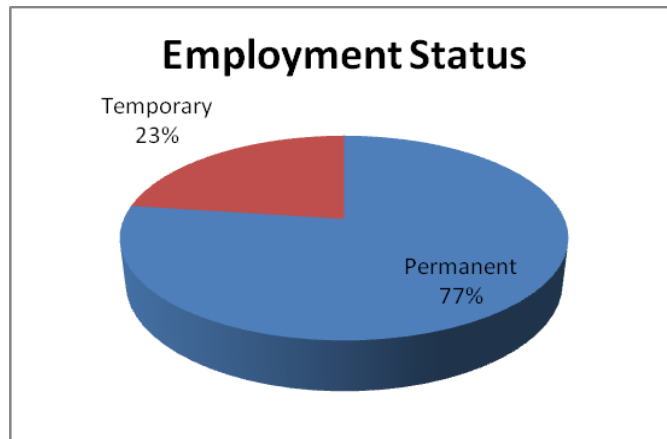


Figure 4.4 Respondent Charecteristic according to employment status

Source: Primary Data

Figure 4.4 has shows that 54 person (77.14%) of the respondent are permanent employment and 16 person (22.86%) are temporary employment.

e. Respondent Characteristic According to Working Time /day

Table 4.5 Respondent Characteristic According to Working Time

Characteristic	Categories	Frequency	Percentage
Working Time per day	± 8 hours	28	40
	9 – 10 hours	39	55.72
	11 – 12 hours	3	4.28
Total		70	100%

Source: Primary data

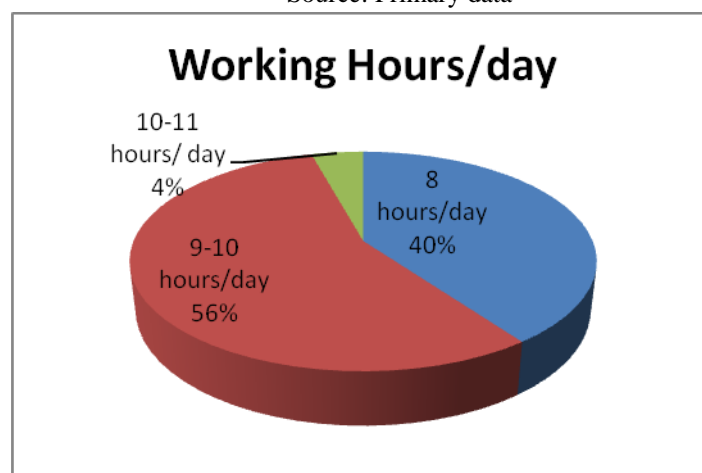


Figure 4.5 Respondent Characteristic according to working hours per day

Source: Primary Data

Figure 4.5 has shows that 28 person (40%) of the repondent work \pm 8 hours per day, 39 person (55.72%) work between 9 – 10 hours per day and 3 person (4.28%) work between 11 – 12 per day.

4.2 Correlation Analysis

The data that is being analyze are process is statistical data such as correlation, model summary, coefficient and P-P Plots.

4.2.1 Family Life

a. Model Summary of Working Time and Family Life

Table 4.6 Model Summary of Working Time and Family Life

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.353(a)	.125	.098	2.83574	2.443

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Family Life

From model Summary table, we can find the coefficient of determination of 0.098. The coefficient of determination is also can interpret that 12.5% family life variable can be explained by D1 and D2 variable (Working Time), and 87.5% by another variable. The coefficient of determination is strong influence if the coefficient of determination more than 0.5 and weak influence if the coefficient of determination less than 0.5. Therefore, there is weak influence of working time to family life as determinants of work life balance because the coefficient of determination is 0.098.

b. ANNOVA Working Time and Family Life

Table 4.7 ANNOVA of Working Time and Family Life

ANNOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.668	2	38.334	4.767	.012(a)
	Residual	538.775	67	8.041		
	Total	615.443	69			

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Family Life

To test the overall regression model; the significance of the coefficient of determination, we can compare the F change in Anova with F value in F table ($V_1 = 2$, $V_2 = 67$) and Sig value to alpha. The F in Anova table (4.767) is more than F value in F table (3.13), and Sig value (0.012) is less than α (0.05). Therefore, we can reject H_0 and the coefficient of determination is statistically significant.

c. Coefficient Working Time and Family Life

Table 4.8 Coefficient of Working Time and Family Life

Coefficient (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.500	.536		17.727	.000
	D1	-2.075	.699	-.346	-2.970	.004
	D2	.500	2.076	.028	.241	.810

Source: Data Processed by SPSS

From the table above the regression can be expressed as follow:

$$\text{Family Life} = 9.50 - 2.075X_1 + 0.50X_2$$

The relation aim and regression coefficient of X1 (D1) is -2.075 . This symbol (-) means the directions between working time (D1) with family life is negative. This negative direction meaning, if the working times (D1) decrease 1 hour/day, then working time (D1) will decrease family life by 2.075.

Regression coefficient of X2 (D2) is $+0.50$. This symbol (+) means the directions between working time (D2) with family life is positive. This positive direction meaning, if the working times (D2) increase 1 hour/day, then working time (D2) will increase family life by 0.50.

Dependent Variable: Family Life

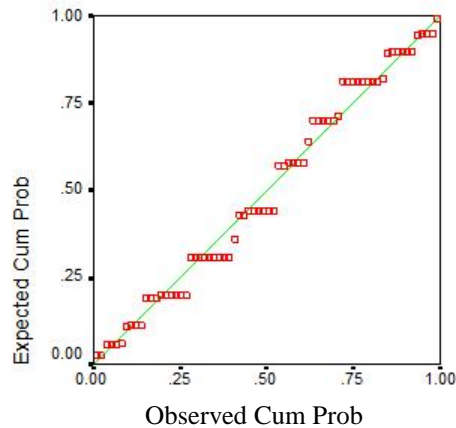


Figure 4.6 P-P Plot Frequency of Working Time
Source: Data Processed by SPSS

The P-Plot above shows the frequency distribution of working time. Majority of the dots lies surrounding the diagonal line shows that the data is normally distributed. Therefore, we can conclude that the working time spread following normal distribution.

4.2.2 Social Life

a. Model Summary of Working Time and Social Life

Table 4.9 Model Summary of Working Time and Social Life

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.172(a)	.030	.001	1.55047	2.088

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Social Life

From model Summary table, we can find the coefficient of determination of 0.001. The coefficient of determination is also can interpret that 3% social life variable can be explained by D1 and D2 variable (Working Time), and 97% by another variable. The coefficient of determination is strong influence if the coefficient of determination more than 0.5 and weak influence if the coefficient of determination less than 0.5. Therefore, there is weak influence of working time to social life as determinants of work life balance because the coefficient of determination is 0.03.

b. ANNOVA of Working Time and Social Life

Table 4.10 ANNOVA Working Time and Social Life

ANNOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.936	2	2.468	1.027	.364(a)
	Residual	161.064	67	2.404		
	Total	166.000	69			

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Social Life

To test the overall regression model; the significance of the coefficient of determination, we can compare the F change in Anova with F value in F table ($V_1 = 2$, $V_2 = 67$) and Sig value to alpha. The F in Anova table (1.027) is less than F value in F table (3.13), and Sig value (0.364) is more than alpha α (0.05) so, we can accept H_0 and the coefficient of determination is statistically not significant.

c. Coefficient Working Time and Social Life

Table 4.11 Coefficient of Working Time and Social Life

Coefficient (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.964	.293		34.007	.000
	D1	.136	.382	.044	.355	.724
	D2	-1.464	1.135	-.158	-1.290	.201

Source: Data Processed by SPSS

From the table above the regression can be expressed as follow:

$$\text{Social Life} = 9.964 + 0.136X_1 - 1.464X_2$$

The relation aim and regression coefficient of X1 (D1) is +0.136. This symbol (+) means the directions between working time (D1) with social life is positive. This positive direction meaning, if the working times (D1) increase 1 hour/day, then working time (D1) will increase social life by 0.136.

Regression coefficient of X2 (D2) is -1.464. This symbol (-) means the directions between working time (D2) with social life is negative. This negative direction meaning, if the working times (D2) decrease 1 hour/day then working time (D2) will decrease social life by 1.464.

**Normal P – Plot Standardize Residual
Dependent Variable: Social Life**

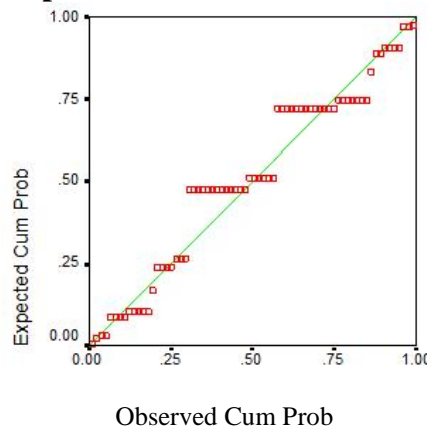


Figure 4.7 P-P Plot Frequency of Working Time
Source: Data Processed by SPSS

The P-Plot above shows the frequency distribution of working time. Majority of the dots lies surrounding the diagonal line shows that the data is normally distributed. Therefore, we can conclude that the working time spread following normal distribution.

4.2.3 Work Life

a. Model Summary of Working Time and Work Life

Table 4.12 Model Summary of Working Time and Work Life

Model Summary (b)					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.316(a)	.100	.073	1.86129	2.271

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Work Life

From model Summary table, we can find the coefficient of determination of 0.073. The coefficient of determination is also can interpret that 10% work life variable can be explained by D1 and D2 variable (Working Time), and 90% by another variable. The coefficient of determination is strong influence if the coefficient of determination more than 0.5 and weak influence if the coefficient of determination less than 0.5. Therefore, there is weak influence of working time to work life as determinants of work life balance because the coefficient of determination is 0.073.

b. ANNOVA Working Time and Work Life

Table 4.13 ANOVA of Working Time and Work Life

ANOVA (b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.729	2	12.864	3.713	.030(a)
	Residual	232.114	67	3.464		
	Total	257.843	69			

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Work Life

To test the overall regression model; the significance of the coefficient of determination, we can compare the F change in Anova with F value in F table (V_1

= 2, $V_2 = 67$) and Sig value to alpha. The F in Anova table (3.713) is more than F value in F table (3.13), and Sig value (0.030) is less than α (0.05). Therefore, we can reject H_0 and the coefficient of determination is statistically significant.

c. Coefficient Working Time and Working Life

Table 4.14 Coefficient of Working Time and Work Life

Coefficient (a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.714	.352		30.460	.000
	D1	.836	.459	.215	1.822	.073
	D2	-2.214	1.362	-.192	-1.625	.109

Source: Data Processed by SPSS

a. Dependent Variable: Work Life

From the table above the regression can be expressed as follow:

$$\text{Work Life} = 10.714 + 0.836X_1 - 2.214X_2$$

The relation aim and regression coefficient of X_1 (D1) is +0.836. This symbol (+) means the directions between working time (D1) with work life is positive. This positive direction meaning, if the working times (D1) increase 1 hour/day, then working time (D1) will increase work life by 0.836.

Regression coefficient of X_2 (D2) is -2.214. This symbol (-) means the directions between working time (D2) with social life is negative. This negative direction meaning, if the working times (D2) decrease 1 hour/day, then working time (D2) will decrease work life by 2.214.

**Normal P – Plot Standardize Residual
Dependent Variable: Work Life**

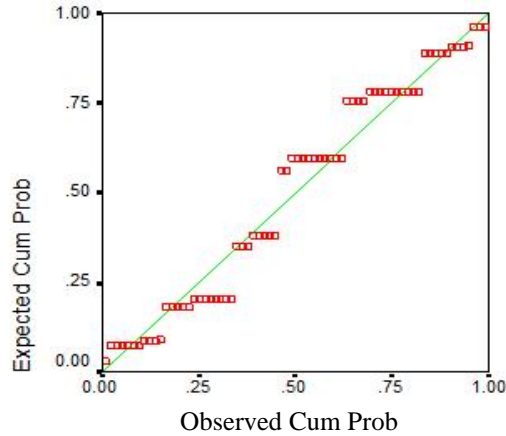


Figure 4.8 P-P Plot Frequency of Working Time
Source: Data Processed by SPSS

The P-Plot above shows the frequency distribution of working time. Majority of the dots lies surrounding the diagonal line shows that the data is normally distributed. Therefore, we can conclude that the working time spread following normal distribution.

4.2.4 Personal Life

a. Model Summary of Personal Life and Working Time

Table 4.15 Model Summary of Working Time and Personal Life

Model Summary (b)

Model	R	R.Square	Adjusted R. Square	Std. Error of the Estimate	Durbin-Watson
1	.396(a)	.157	.132	5.13484	2.596

Source: Data Processed by SPSS

From model Summary table, we can find the coefficient of determination of 0.132. The coefficient of determination is also can interpret that 15.7% social variable can be explained by D1 and D2 variable (Working Time), and 84.3% by another variable. The coefficient of determination is strong influence if the coefficient of determination more than 0.5 and weak influence if the coefficient of determination less than 0.5. Therefore, there is weak influence of working time to personal as determinants of work life balance because the coefficient of determination is 0.157.

b. ANNOVA of Working Time and Personal Life

Table 4.16 ANNOVA of Working Time and Personal Life

ANNOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329.379	2	164.689	6.246	.003(a)
	Residual	1766.564	67	26.367		
	Total	2095.943	69			

Source: Data Processed by SPSS

a. Predictors: (Constant), D2, D1

b. Dependent Variable: Personal Life

To test the overall regression model; the significance of the coefficient of determination, we can compare the F change in Anova with F value in F table ($V_1 = 2$, $V_2 = 67$) and Sig value to alpha. The F in Anova table (6.246) is more than F value in F table (3.13), and Sig value (0.003) is less than α (0.05). Therefore, we can reject H_0 and the coefficient of determination is statistically significant.

c. Coefficient Working Time and Personal Life

Table 4.17 Coefficient of Working Time and Personal Life

Coefficient (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.536	.970		19.101	.000
	D1	-4.386	1.265	-.397	-3.466	.001
	D2	-.036	3.758	-.001	-.010	.992

Source: Data Processed by SPSS

From the table above the regression can be expressed as follow:

$$\text{Personal Life} = 18.536 - 4.386X_1 - 0.36X_2$$

The relation aim and regression coefficient of X_1 (D1) is -4.386. This symbol (-) means the directions between working time (D1) with personal life is negative. This negative direction meaning, if the working times (D1) decrease 1 hour/day, then working time (D1) will decrease personal life by 4.386.

Regression coefficient of X2 (D2) is -0.36. This symbol (-) means the directions between working time (D2) with personal life is negative. This negative direction meaning, if the working times (D2) decrease 1 hour/day, then working time (D2) will decrease personal life by 0.36.

**Normal P – Plot Standardize Residual
Dependent Variable: Personal Life**

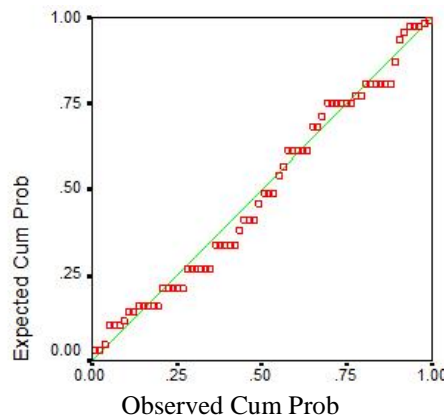


Figure 4.9 P-P Plot Frequency of Working Time
Source: Data Processed by SPSS

The P-Plot above shows the frequency distribution of working time. Majority of the dots lies surrounding the diagonal line shows that the data is normally distributed. Therefore, we can conclude that the working time spread following normal distribution.

4.3 Interpretation of Results

4.3.1 The Relationship between Working Time and Family Life

In this research, researcher found that there is significant correlation between working time and family life, in Anova table we can see the sig. value is 0.012 it is means less than α (0.05), so we can accept the alternative hypothesis. According Aycan et.al (2007), organization expect from the individual to allocate more time for their work while at the same time the family want the individual to perform their responsibilities duly. The result in this research also means, extend working time can influence family life, although the relationship between working time and family life in this research have weak relationship because the

R square value is 12.5% which is less than 50%, and 12.5% family life can be explained by working time and 87.5% by another factor besides working time. In researcher assumption the weak relationship between working time and family life is because, the respondents in this research already adaptation for working for long hours, so it is not give strong influence toward family life.

4.3.2 The Relationship between Working Time and Social Life

In this research, researcher found that there is no significant correlation between working time and social life, in Anova table we can see the sig. value is 0.364; it is means more than α (0.05), so we can reject the alternative hypothesis. According to Ramzan Erdem and Turgut Karakose, every social group such as relative, friend and neighbors has demand on the individual. For example, an individual, just they do with their family member; also have spent time with the members of the social groups they belong. In the research finding, shows that extend working time not give influence toward social life; it is means that in working condition, an individual can allocated their time for social life. For R square value, only 3% can be explained by working time and 97% by another factor. In researcher assumption, the weak relationship between working time and social life is because there is a lot of sophisticated of technology such as, telephone, messenger and another social networking (facebook, twitter etc) and it will help the individual in allocated their time to build networking outside work environment without leave their job at office.

4.3.3 The Relationship between Working Time and Work Life

In this research, researcher found that there is significant correlation between working time and family life, in Anova table we can see the sig. value is 0.030 it is means less than α (0.05), so we can accept the alternative hypothesis. According Aycan et. al (2007), work environment is more effective in work imbalance than family environment. Workload might pose time pressure on a individual through at work that takes up spare time which, otherwise, would be allocated for other interest. Furthermore, it causes stress and negative feelings

that damage the factuality of the individual in their private life. The result in this research also means, extend working time can influence work life although the relationship between working time and work life in this research have weak relationship because the R square value is 10% which is less than 50%, and 10% family life can be explained by working time and 90% by another factor besides working time.

4.3.4 The Relationship between Working Time and Personal Life

In this research, researcher found that there is significant correlation between working time and family life, in Anova table we can see the sig. value is 0.003 it means less than α (0.05), so we can accept the alternative hypothesis. According Rosenman & Friedman, someone who is more active, more work oriented, more passionate, competitive and being at work for long time, there will be negative reflection of it work life balance, such as person health, personal happiness and relation with others. The result in this research also means, extend working time can influence personal life although the relationship between working time and personal life in this research have weak relationship because the R square value is 15.7% which is less than 50%, and 15.7% family life can be explained by working time and 84.3% by another factor besides working time. In researcher assumption, the weak relationship between working time and personal life is because individual have to allocated their time for their personal life such as, hobbies, exercise and etc when they are not working or weekend to do another interest activities outside work environment. For overall result in this research, another factors that can give more strong relationship toward work life balance such as: age, gender and marital status; Aycan et. al (2007).

IV. CONCLUSION AND RECOMMENDATION

5.1 Conclusions

This objective of this research is to find the relationship between working time and work life balance of PT. Toyota Motor Manufacturing Indonesia's Non-Production Employees at Head Office. From the data, which has been gathered, and analysis, the researcher find the result that 28 (40%) of the respondents work in normal working hours (± 8 hours/day), 39 (55.72%) of the respondent work extend normal working hours (9 – 10 hours/day) and 3 (4.28%) working (11 – 12 hours/day). From the result researcher also find there is significance correlation between working time and three of four determinants work life balance. The three elements work life balances are family life, work life and personal life, but for working time and social life, there is no significance correlation. Researcher also found there is weak relationship between working time and work life balance.

5.2 Recommendation

Some recommendation in this research is purposed as follows:

5.2.1 Recommendation for Company

In association with the research findings, the following list address recommendation for improving work life balance for employees. To make better human resources, work life balance is a serious and growing concern for the company to find ways to help employees have life and job will reap real rewards in term of employee recruitment, retention, morale and productivity. This recommendation also worth for other companies, whether the company is small or large, formal or informal, very personal or policy-driven, there is something company can do about work life balance for their employee. To improve work life balance of employee, company can create program, socialization about work life balance or initiatives for their employees.

1. Flexible working hours

Altering the start and finish times of a working day, but maintaining the same number of hours worked per week, for example, 8am to 4pm instead of 9am to 5pm. It can also mean covering the total number of weekly hours in fewer working days

2. Employee and Family Support

Recognizing that employees have roles and responsibilities outside of work - as partner, parent and career, company can increasing levels of support to their employee by give counseling to help employee find the solution about their own problem.

3. Wellbeing, Health and Community

Company can provide educational sessions on health related matters; others organize exercise sessions in work-time. In the same way, encouraging employees to take an interest in activities outside of their regular work is also important in keeping them engaged and motivated. Many companies see encouraging and supporting their employees to volunteer in the local community as a key component of their work-life balance strategies

5.2.2 Recommendation for Future Research

For future improvement of the research, the following list address recommendation for researchers conduct research in the same field or related field.

1. The future research can lengthen the research period more than this research to obtain more result that is comprehensive.
2. The future research may study other factors that affect work life balance in future studies.
3. The future research can research different respondent for example: blue-collar employees in any industries.

4. The future research can also consider other alternative method and instrument other than research.

LIST OF REFERENCE

Books

Abdurakhman, (2004) *Modul Metode Statistika II*. Yogyakarta: Universitas Gadjah Mada

Brenson, M.L., Levine, D.M. & Krehbiel, T.C. (2006). *Basic Business Statistics*, 10th edition. New Jersey: Prentice Hall.

Cooper D. & Schindler, P.S. (2006). *Marketing Research*. New York: The McGraw Hill Irwin.

Kountur, R. (2007). *Metode Penelitian Untuk Penulisan Skripsi dan Tesis*. Jakarta: Percetakan Buana Printing

Lind, D. A., Marchal, W.G & Mason, R.D. (2002). *Statistical Techniques in Business and Economics*. New York: Mc Graw Hill.

Render, Barry, Stair, Ralph & Hanna, Michael (2006). *Quantitative Analysis for Management*, 10th edition. New Jersey: Prentice Hall.

Santoso, Singgih (2003). *Mengatasi Berbagai Masalah Statistik dengan SPSS versi 11.5*, 1st edition: PT. Elex Media Komputindo

Supranto, J, (2004), *Statistik* Jakarta: PT. Gramedia Pustaka Utama

Journals

Beswick, Johanna, *Working Long Hours* (2003)

Callister Paul & Associates, *Overwork, work schedules, working at home and time spent with family members: How time use data can inform work/life policy* (2003)

Coughlan, Ann, *Work-Life Balance* (2005)

Duxbury,Linda & Higgins, Chris, *Work-Life Balance in the New Millennium: Where Are We? Where Do Need To Go?* (2001)

Erden Ramazen and Karakose, Turgut, *Importance of Work-Life Balance in Today's Information Age* (2008)

Krings Johanna-Bettina & Nierling Linda (ITAS), Pedaci, Marcellon & Piersanti Mariangela (IRES), *Working Time and Gender*

Lautsch A. Brenda and Scully A. Maureen, *Working Paper Restructuring Time Implications of Work-Hours Reductions for the Working Class*

Margaret Adams, Gower, Aldershot, *Tackling the long hours culture*

Pocock, Barbara and Skinner, Natalie *Work, Life and Time (The Australian Work Life Index AWALI)(2007)*

Takahashi, Masaya & Nakata, Akinori, *Health Problems due to Long Working Hours in Japan: Working Hours, Workers' Compensation (Karoshi) and Japan Preventive Measure (2006)*

Veenhoven, Ruut (2003) *Optimal Life-Style Mix*

Wood, Carool *Work-Life Balance*

Internet

Perceptions and Attitudes Towards Work-Life Balance in New Zealand (2003)

www.umr.co.nz

Titik Persentase Distribusi F, Probabilita = 0.05

<http://junaidichaniago.wordpress.com>

Work Life Balance

<http://www.scribd.com/doc/13639123/WorkLifeBalancefinal-Report>

Work-Life Balance

<http://www.download-it.org/learning>

resources.php?promoCode=&partnerID=&content=story&storyID=19986