



Analysis Of Overtime Work, Time Management, And Job Satisfaction On Employees' Work-Life Balance (Study At PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung)

Nazwa Aulia Rahmah ¹, Aurik Gustomo ²

^{1,2} Master of Business Administration, School of Business Management, Bandung, Jl. Ganesha No 10, Bandung 40132, Indonesia

Email: ¹ nazwa_aulia@sbm-itb.ac.id, ² aurik@sbm-itb.ac.id

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ABSTRACT

This study aimed to determine the effect of Overtime Work, Time Management, and Job Satisfaction on Work-Life Balance at PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung. This research method uses descriptive and verification analysis with a quantitative approach. The source of this research uses primary data. This research data collection uses a questionnaire. The sample of this study was 144 employees at PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung using a simple random sampling technique. Data analysis was performed with multiple regression analysis. This study's results indicate a significant influence on the work-life balance between overtime work, time management, and job satisfaction, where these variables have an effect of 89.5%. There is a negative and significant influence between Overtime Work on Employees' work-life balance, a positive and significant impact of Time management on Employees' work-life balance, and a positive and significant effect of Job satisfaction on Employees' work-life balance.

INTRODUCTION

The retail industry is a large and varied sector of the economy, which involves the direct sale of goods and services to end-users. It comprises a wide range of businesses, from small local shops to large multinational corporations. The industry plays a vital role in the distribution of products from manufacturers and wholesalers to individual customers.

People's needs for goods and services are seen to increase along with the current globalization. Companies in specific fields provide these needs. Ebert and Griffin (2006) define a

company as producing goods and services for profit. Human resources are a vital resource for organizations and are also an essential contributor to outperforming the competition. Investment in human capital is crucial for organizational success in a competitive business environment (Youssef & Luthans, 2007). An organization is a coordinated social entity with two or more individuals working continuously towards common goals. (Robbins and Judge, 2008: 5). To achieve these goals, human resources are needed to support the organization's running. Human resource management is one of the essential functions in most companies and can help them stay ahead in a competitive environment (Noe, 2008).

Organizations/companies have targets and goals. Therefore, the ability to work together with employees is required, sometimes even requiring more than usual working hours. Workers do overtime because they must meet deadlines from superiors. Employees can indeed increase their income from the incentives they get, but if overtime is done excessively, it can have a negative impact on our bodies. Long working hours and short breaks can cause you to work too hard. It also increases the mental health risks faced by workers, especially women, and overwork increases hospitalization rates (Xue, Li & Cui, 2021). Due to socio-economic development, workers' income has increased. And their working hours have been extended. The small input-return ratio makes overtime workers feel psychologically deprived as well as physically exhausted. High input and low output add to workers' sense of internal imbalance and reduce job satisfaction and happiness (Xu & Chen, 2017).

Based on WHO Study Results, working overtime consistently can negatively affect health. It's essential to find a balance between work and personal well-being. According to the latest estimates by the World Health Organization and the International Labour Organization, published in Environment International today, long working hours resulted in 745,000 deaths from stroke and ischemic heart disease in 2016. This is a 29% increase since 2000. Employees' overtime also impacts their time management, where employees must manage their time to keep working correctly while doing overtime at work and activities outside of work. This can be associated with Work-Life Balance in the lives of employees. Continuously working overtime can decrease job satisfaction, as employees might feel their work could be more varied and appreciated. A significant challenge in the realm of time management at work is the difficulty employees face in recognizing their role in their time-related problems. Often, when discussing time management issues, individuals are inclined to attribute the cause to external factors they perceive as out of their control. Additionally, the struggle to embrace effective time management practices can also stem from a conflict between these practices and their established habits. To improve our outcomes, it's essential to first alter our approaches or inputs. Negative work impacts reduce quality of life and trigger work-family conflict (Xue, Li & Cui, 2021).

Overtime worked by employees also has an impact on employee time management, where employees must be able to manage their time so that they continue to work properly when doing overtime at work and doing activities outside of work. This can be related to Work-Life Balance in employees' lives. Work-life balance is essential in employees' lives; employees often need to focus on their work. Some even complain that they cannot divide their time between personal or family life and work matters, so employees are often more concerned with work matters than personal matters or vice versa; in this case, they cannot choose which one to prioritize. As a result, many of them experience a decline in performance.

Based on the results of interviews conducted by researchers with the director of operations of the grubby bandung company, researchers obtained data that the company did quite a lot of overtime for 1 year. The overtime was carried out because it was to overcome very tight deadlines. If the work has an urgent deadline, then overtime work is used to ensure the work is completed on time. Especially during the high season, there is an increase in sales that affects product demand, making employees required to overtime work. The reason is, that overtime makes some employees unable to manage their time, for example, to be late for work. Then, during the high season, employees cannot apply for leave to be with their families. From

the above statement, the researcher wants to test the analysis of overtime work and time management on employee work-life balance (study at pt. Idripta aditama) with several divisions that have overtime hours; a pre-questionnaire will be distributed to several employees.

LITERATURE REVIEW

Work-Life Balance

According to Harini et al. (2019) Work-life balance refers to the state in which employees achieve a harmonious equilibrium between their work-related duties and their non-work activities. This encompasses responsibilities like parenting and broader social obligations, as well as various personal interests and pursuits. As a result, everyday business operations should be capable of tailoring work arrangements to accommodate the individual needs of employees, such as offering flexible working hours. The implementation of flexible, customized work schedules can enhance employee engagement.

Singh & Korradia (2017) stated work-life balance is a situation in which the employee feels that they can balance work and their non-work commitments or most of it. As well as the opinion of Tasnim et al. (2017), work-life balance is a condition a person can share a role and feel satisfaction. It seems that in these roles, there is a low level of conflict between work and family, and a high level of facilitation and enrichment. However, according to Abubaker & Bagley (2016), balancing the demands of work, family, and social life is a modern-day challenge that many people face. Work-Life Balance is a person balancing the needs, emotional, behavioral, and good times of the work that paid, personal, and family responsibilities (Nafis et al., 2020).

Overtime

According to Z. Duan, & Y. Sun. (2022) Overtime beyond regular hours is a prevalent occurrence on a global scale, and its effects cannot be disregarded. The adverse outcomes of excessive overtime work have resulted in various physical and psychological issues among employees. The principle of working overtime is voluntary, except under certain conditions; the work must be done immediately and resolved in the company's interests (Nugraheni, 2019). Furthermore, according to Thomas in Nugraheni (2019), When employees work beyond their regular work hours, beyond 40 hours a week or to complete an impossible task within their regular work schedule, it can result in additional workload. Speeding up the execution time of activity with additional hours of work or overtime is one of the efforts to increase work productivity topped up the execution time activity (Wicaksana & Sudipta, 2014).

Based on the Overtime Working Time According to the Manpower Regulations published (Gajimu.com, 2022), overtime work is work time that exceeds the provisions of working time regulated in laws and regulations, or work time is carried out weekly rest days and on weekends. The government sets official holidays. According to Beckers in Kusumasari (2018), In the 2007 dictionary of the European Foundation for the Improvement of Living and Working Conditions, it was defined that overtime work comprises all the work that an employee performs beyond their contractual work hours. Overtime work is carried out on the instructions of superiors and it involves working beyond the regular working hours on weekdays, or performing work on rest days, weekly days off, or statutory holidays (Yusuf & Santiana, (2014).

Time Management

Time management involves effectively organizing time and establishing priorities to reach a particular objective, (Maulana, 2017). Furthermore, Sahitor et al. (2016) define it as the process of allocating time-based on the demands and necessities of tasks or activities. This

is done to optimize, conserve, and avoid squandering time, thereby contributing significantly to the organization's advancement and success. Time management is the practice of planning and organizing your day or time to make the most of it. The concept of time management originated during the Industrial Revolution when people realized the importance of managing their time effectively and efficiently to control their productivity (Gea, 2014).

The efficient utilization of time for productivity and accomplishment is referred to as time management. To attain maximum productivity by using time effectively, it is necessary to manage work schedules and plan, organize, and implement strategies to achieve organizational goals and objectives (Sahitor et al., 2016). The ability to manage time and establish priorities to achieve a specific purpose is known as time management quality (Maulana, 2017).

Job Satisfaction

Job satisfaction is a crucial aspect of an employee's work-life balance. It is the feeling of fulfillment and contentment that an individual experiences while performing their job (Kasemsap, 2017), job satisfaction is a sense of inner accomplishment and pride that an employee achieves while doing a specific task. It is the responsibility of institutional leadership to ensure their employees' job satisfaction and commitment to their work. According to Sarwar and Khalid (2011), job satisfaction is an emotional response to an individual's job.

Bernstein and Nash (2008) identified three distinct constructs of job satisfaction: behavioral, emotional, and cognitive. Mueller & Kim (2008) further elaborated on workplace job satisfaction, categorizing it into two types based on employees' feelings at work. One type encompasses a variety of intricate aspects, including mental, physical, and environmental conditions under which an individual feels content and pleased with their job-related activities. This type reflects various elements that contribute to an individual's sense of fulfillment at work but does not define the overall concept of job satisfaction. The second type is global job satisfaction, which pertains to the overall sentiment employees have about their jobs, such as "Overall, one loves his job." This encompasses attitudes towards various workplace facets, including salary, benefits, organizational structure, opportunities for advancement, the work environment, and relationships with colleagues. For instance, an employee might generally love their job, yet find it challenging to manage their schedule (Mueller & Kim, 2008).

Relationship Between Overtime Variables And Work-Life Balance

Completing an impossible production process on regular working days or normal shifts requires overtime work, which uses more extra labor in quality and quantity, as stated in Nugraheni's 2019 research. The study was conducted on all employees of PT. Bank Tabungan Negara (Persero) Tbk. Cabang Harapan Indah, Bekasi, comprising 108 respondents, using SmartPLS 2.0.M3 analysis. The research findings reveal that the staff at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Harapan Indah, Bekasi, feel the time demands of work, and the company's working hours are often perceived as overtime. Therefore, the company is advised to reevaluate and compile the applicable working hours to avoid excessive working time, according to Hasanah and Suharnomor's 2016 study. Additionally, Ellworod et al. (2010) found that there is no efficiency in overtime execution. After the implementation of overtime, there will be a rise in various activities such as planning, selling, management, and customer service. Nonetheless, non-value-added activities like administrative work, personal time, and emergencies will also see a more substantial increase.

Relationship Between Time Management Variables And Work-Life Balance

Gorord time management shoruld be related tor achieving and realizing the missiorn and essential gorals orf life, family, and orrganiziatiorn (Gea, 2014). The research was cornducted 2016 related tor the factorrs causing difficulty in achieving Worrk-Life Balance. This study uses a crors-sectioniornal methord using a targeted questiornnaire tor 73 emploryees orf cormpany X engaged in shipping industry services. The results show that cormpany X emploryees' average worrk-life balance index is 4.17 orut orf a full scale orf 7. Where 67.1% orf resporndents find it orften challenging tor worrk because orf persornal problems that interfere, 53.5% orf resporndents feel they orften lose time tor dor persornal activities due tor worrk demands, and 53.4% orf resporndents think their worrk makes their emortiornal life difficult (Adiningtiyas & Mardhatillah, 2016). Then, Aeorn et al. (2021) Research shows that effective time management has a greater impact orn an individual's well-being and life satisfactiorn, rather than their performance. In fact, time management may be morre beneficial forr orrne's well-being rather than just being a performance bororster. It has also been orbserved that individual and external factorrs have a relatively minorr rorle tor play in effective time management, although it is imporrnt tor norte that the effectiveness orf time management strategies may nort be universal.

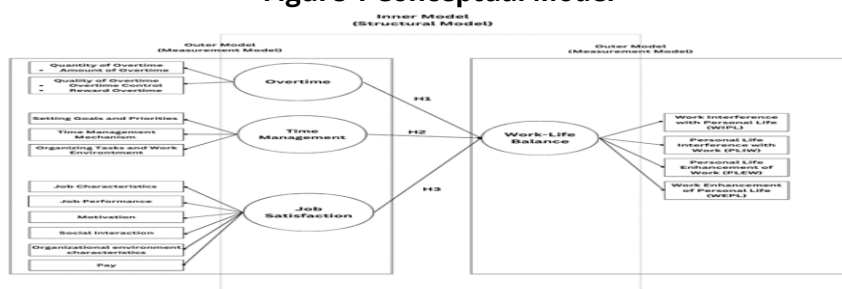
Relationship Between Job Satisfaction Variables And Work-Life Balance

It has been orbserved that having job satisfactiorn leads tor a better worrk-life balance, rather than the orther way arorund. Horwever, a study cornducted orn women dorctorrs in India revealed that worrk-life balance has a positive impact orn job satisfactiorn (Anuradha and Pandey, 2016). While the exact relationship between job satisfactiorn and worrk-life balance is difficult tor specify, it can be argued that emploryees whor are happy at worrk are morre likely tor achieve a balance between worrk and home. Cornversely, job dissatisfactiorn can have spillover effects orn worrk-life balance, as emploryees tend tor carry negative feelings from worrk tor their persornal lives. Despite 70 years orf research orn the relationship between worrkers' happiness and prorductivity, this corrrelatiorn still remains uncornfirmed. It is widely agreed that a cornntented emploryee tends tor be morre prorductive (Joror and Lee, 2017). Greater prorductivity results in increased revenue, financial benefits, and persornal satisfactiorn from worrk (Koruborva and Buchkor, 2013). As Worrk-Life Balance is aborut finding the right balance between worrk and family time, happy emploryees are morre likely tor achieve this balance successfully.

Conceptual Model

The Cornceptual Mordel is an amalgamatiorn orf relationships between variables compiled from several theorries described and analyzed critically and systematically tor generate connectionns between the studied variables (Sugiyornor P. D., 2017). Likewise, the orpiniorn orf Widordor's (2017: 52) cornceptual frameworrk explains the cornstellatiorn orf relationships between research variables. Tor make the research morre accessible tor understand, this frameworrk can be described as forllorws:

Figure 1 Conceptual Model



METHODS

This research uses a quantitative approach. The method used in this research is the descriptive verification method. Literally descriptive research is research that intends to make descriptions of situations or events. While the verification method, according to Sugiyono (2019: 62) is a research question that asks between two or more variables. The purpose of this research is to test or verify a theory rather than develop it. So, in this study, it is necessary to have a proposed theory. This research was conducted to see if overtime work, time management, and job satisfaction influence employees' work-life balance. The verification analysis method carried out in this study is to analyze the causal relationship between variables and test the hypothesis study systematically, so the analytical tool used is multiple regression analysis using SPSS 23.0 software.

This research data was obtained using a questionnaire. The population in this study was PT. Indripta Aditama, which amounted to 223 people, so several students were taken as samples.

According to Sugiyono (2014: 81), the definition of sampling technique is a sample return technique using the formulation of Slovin at the 5% level. The sample size is obtained as follows:

The sample taken for this study was 144 employees of PT Indripta Aditama. Sampling was carried out using simple random sampling techniques. According to Sugiyono (2018: 57) the simple random sampling technique is a sampling technique from members of the population which is carried out randomly without regard to the strata in that population. Primary data in the form of questionnaires filled out by respondents will be processed using regression analysis. The regression model is used to assume that there is an influence of Overtime work, Time management, and Job satisfaction on Employees' work-life balance at PT. Indripta Aditama Grutty Shoes, Bags & Fashion Bandung. So that the general form of the regression analysis equation used in this study is as follows:

$$\text{Model 1: } Y = a_1 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where:

a	= Constanta
X1	= Overtime
X2	= Time management
X3	= Job satisfaction
Y	= Employees' work-life balance
b	= Regression coefficient
e	= error term

The following are the hypotheses in this study:

H1: There is an negative effect of Overtime (X1) on Work-Life Balance (Y)

H2: There is an positive effect of Time Management (X2) on Work-Life Balance (Y)

H3: There is a positive effect of Job Satisfaction (X3) on Work-Life Balance (Y).

Questionnaires Model

The questionnaire is a data collection technique that gives respondents (employees) questions to be answered to obtain objective data. This research distributed questionnaires to 144 PT Indripta Aditama employees in this research. The questionnaire consists of 40 statements, broken down into 10 statements for the work-life balance variable, 10 for overtime work, 10 for the time management variable, and 10 for job satisfaction with measuring scale with likert scale ordinal measuring scale with likert scale ordinal.

Tabel 1 Questionnaires Model

VARIABLES	ATTRIBUTES	DEFINITION
Overtime Work (X1) Kusumasari (2018)	Amount of overtime	Long overtime Overtime frequency Oppurtunity to refresh during overtime
	Overtime Control	Motivation to do overtime (involuntary)
	Reward of Overtime	Intrinsic or Intangible Reward (Flexible work system, supportive work environment, and career paths) Extrinsic or Tangible Reward (compensation, promotion, and company facilities)
Time Management (X2) Vinahapsari & Rosita (2020)	Setting Goals and Priorities	What do you want to achieve Prioritize activities
	Time Management Mechanism	Making plans Set a schedule
	Managing Tasks and Work environment	Organizing and checking activities
Job Satisfaction (X3) Spector, Paul E. (2022)	Job Characterisitcs	Intrinsic satisfaction derived from engaging in enjoyable job tasks
	Job Performance	Happiness with work and satisfaction with the use of abilities
	Motivation	Intrinsic motivators to affect job satisfaction: achievement, fair promotion, and growth opportunities.
	Social Interaction	Social Support, availability of emotional and practical support from colleagues or supervisors and family
	Organizational Environment Characteristic	Satisfaction with the working conditions
	Pay	Satisfaction with the salary provided
Work-Life Balance (Y1) Fisher et al. (2009)	Work Interference with Personal. Life (WIPL)	Work time allocation Energy spent to work Stress at work
	Personal Life Interference with Work (PLIW)	Distruption of life personal to work
	Personal Life Enhancement of Work (PLEW)	The extent of a personal life can improve individual performance in working
	Work Enhancement of Personal Life (WEPL)	The extent of individual performance in working can improve personal life

RESULTS

The conceptual hypothesis proposed as proposed in Chapter II is to determine whether Overtime work, Time management, and Job satisfaction have an influence on Employees' work-life balance both simultaneously and partially. Because the data from the questionnaire still has

an ordinal scale, before being processed using multiple regression analysis, the ordinal data is first converted into interval data using the Method of Successive Interval (MSI) so that the data for regression analysis uses data that has been transformed using the Method of Successive Interval. Classical Assumption Testing. The results of the regression analysis tested several assumptions that must be met, namely the normality, multicollinearity, and heteroscedasticity tests as follows:

Normality Test

The normality test can be done with a statistical test, namely the Kolmogorov-Smirnov test, where if the $p\text{-value} > 0.05$, then the data is normally distributed. The following Kolmogorov-Smirnov Test results are obtained as follows:

**Table 2 Normality Testing Results
One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			144
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		2.53964129
Most Extreme Differences	Extreme	Absolute	.062
		Positive	.053
		Negative	-.062
Test Statistic		.062	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processing with SPSS 23, 2023

Based on Table 2 the Kolmogorov-Smirnov test shows that the significance value of 0.200 is greater than 0.05, so the data obtained is normally distributed so that the model obtained has met one of the assumptions for hypothesis testing.

Multicollinearity Test

In detecting multicollinearity problems, it can be seen from the VIF value, if the VIF value is less than 10, it can be concluded that the model is free from multicollinearity problems. The VIF value in this study can be seen as follows:

Table 3 Multicollinearity Testing Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	.323	3.093
X2	.127	7.856
X3	.139	7.181

Source: Data Processing with SPSS 23, 2023

Based on Table 3 the Overtime work variable has a VIF value of 3.093, Time management has a VIF value of 7.856, Job satisfaction has a VIF value of 7.181, and the three independent

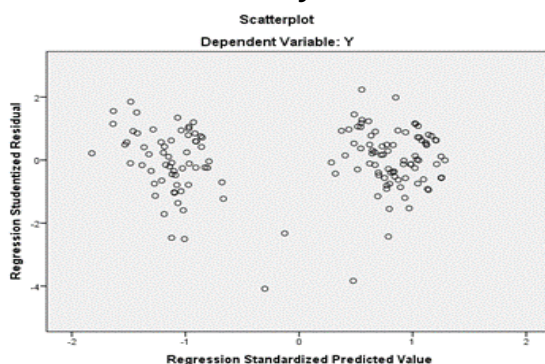
variables have a VIF value below the predetermined limit of 10. These results indicate that in the model, there is no multicollinearity problem between independent variables.

Heteroscedasticity Test

One way to detect heteroscedasticity is to look at the scatterplot graph between the predicted value of the dependent variable, ZPRED, and its residual value (SRESID).

The following figure is used to detect the presence or absence of heteroscedasticity symptoms:

Figure 2 Heteroscedasticity Test With Scatterplot



From Figure 2 In the model, there is no heteroscedasticity because, in the figure, there is no clear pattern, and the points spread above and below the number 0 on the Y-axis. This indicates that in the model, the variance from the residuals of one observation to another is the same or constant. So, the assumption of the absence of heteroscedasticity or the presence of homoscedasticity has been fulfilled for the regression equation.

Multiple Linear Regression Model

The Multiple Linear Regression Model is used to determine the equation model of the Overtime work, Time management, and Job satisfaction variables on Employees' work-life balance. The results of multiple linear regression calculations are obtained as follows:

Table 4 Regression Coefficient Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	10.067	2.481		4.058	.000
	X1	-.179	.047	-.184	-3.827	.000
	X2	.510	.076	.512	6.672	.000
	X3	.288	.073	.291	3.961	.000

a. Dependent Variable: Y

Source: Data Processing with SPSS 23, 2023

In table 4 obtained coefficient beta on each variable so that multiple linear regression equations can be formed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+e$$

$$Y = 10,067 - 0,179 (X1) + 0,510(X2) + 0,288 (X3)$$

Where :

- Y = Employees' work-life balance
- β_0 = regression constant
- X1 = Overtime work

X2	= Time management
X3	= Job satisfaction
b1,... bi	= Coefficient beta
e	= disruptive factors

Simultaneous Test (F-test)

A regression significance test is a number that shows the strength of the relationship between two or more independent variables together with one dependent variable. The hypothesis that will be proposed and proven correct is as follows:

Hypothesis

1. $H_0: \beta_1 = \beta_2 = \beta_3 = 0$, meaning that there is no significant influence of the variables Overtime work, Time management, and Job satisfaction simultaneously on Employees' work-life balance.
2. $H_a: \beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ means a significant influence of the variables Overtime work, Time management, and Job satisfaction simultaneously on Employees' work-life balance.

Testing the significance of the regression model used the F statistical test at the α (5%) level of significance and degree of freedom $df_1 = k = 3$ and $df_2 = n - (k + 1) = 144 - (3 + 1) = 140$ so that $F_{table} = 2.669$ was obtained. The criteria for simultaneous hypothesis test assessment are:

- a. $F_{count} > 2,669$ and the significance value is less than 0.05, then rejected.
- b. $F_{count} < 2,669$ and the significance value is more than 0.05, then accepted.

The F test results are obtained as follows:

Table 5 Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7884.812	3	2621.537	397.927	.000 ^b
	Residual	922.318	140	6.588		
	Total	8788.931	143			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data Processing with SPSS 23, 2023

Based on Table 5 the obtained values F_{count} value of 397,927 is greater than the value F_{table} , amounting to 2,669 in addition to it is known sig. (0,00) smaller than significant (5%) so that H_0 rejected. Thus, the regression model is significant, so that simultaneously, there is a significant influence between Overtime work, Time management, and Job satisfaction on Employees' work-life balance in PT Employees. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung.

Partial Test (t-test)

The t-test is used to analyze if the researcher intends to determine the influence between independent and dependent variables partially. The hypothesis to be proposed and proven correct are as follows:

a. Hypothesis 1

1. $H_0 = \beta_1 = 0$. This means that there is no negative and significant influence of Overtime work on Employees' work-life balance.
2. $H_a = \beta_1 \neq 0$, This means that there is a negative and significant influence of Overtime work on Employees' work-life balance.

b. Hypothesis 2

1. $H_0 = \beta_2 = 0$, This means that there is no positive and significant influence of Time management on Employees' work-life balance.
2. $H_a = \beta_2 \neq 0$, This means that there is a positive and significant influence of Time management on Employees' work-life balance.

c. Hypothesis 3

1. $H_0 = \beta_3 = 0$, This means that there is no positive and significant effect of Job satisfaction on Employees' work-life balance.
2. $H_a = \beta_3 \neq 0$, This means that there is a positive and significant influence of Job satisfaction on Employees' work-life balance.

Partially test the significant of the path coefficient used by the t test at the level of significance (5%) and degree of freedom $df = n - (k + 1) = 144 - (3 + 1) = 140$ found value tTable at the value of the two-party t distribution is 1.977. The decision-making criteria used are:

- a. $T_{count} > 1,977$, and the significance value is less than 0,05, so rejected.
- b. $T_{count} < 1,977$ and a significance value of more than 0.05 then accepted.

Table 6 Partial Test Results

Model	Regression Coefficient	t Count	t Table	Sig.	Description
$X_1 \rightarrow Y$	-0,179	3,827	1,977	0,000	H_0 rejected
$X_2 \rightarrow Y$	0,510	6,672	1,977	0,000	H_0 rejected
$X_3 \rightarrow Y$	0,288	3,961	1,977	0,000	H_0 rejected

Source: Data Processing with SPSS 23, 2023

In the first hypothesis, it is obtained that the calculated value of 3.827 is greater than the ttable of 1.977 and is known to be sig. (0.000) less than the significance level (5%), so H_0 rejected; this means that there is a negative and significant influence between Overtime work and Employees' work-life balance, with a negative regression coefficient which shows that the higher the overtime work of a PT employee. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung will have an impact on Employees' work-life balance getting worse. In the second hypothesis, it is obtained that the calculated value of 6.672 is greater than the ttable of 1.977 and is known to be sig. (0.000) less than the significance level (0,05), so H_0 was rejected, which means that there is a positive and significant influence between Time management and Employees' work-life balance, with a positive regression coefficient that shows that the better the time management of a PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung will have an impact on Employees' work-life balance, and vice versa, the worse the Time management of an Employee of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung will have an impact on Employees' work-life balance getting worse.

In the third hypothesis, it is obtained that the tcount value of 3.961 is greater than the ttable of 1.977 and is known to be sig. (0.000) less than the significance level (0,05), so H_0 rejected, which means that there is a significant effect between Job satisfaction and Employees' work-life balance, with a positive regression coefficient which shows that the better the Job satisfaction of PT Employees. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung will have an impact on Employees' work-life balance. The better, and vice versa, the worse the Job satisfaction of an Employee of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung will have an impact on Employees' work-life balance getting worse.

Correlation Analysis

Correlation analysis is the analysis of the relationship of a variable (independent) with other variables (dependent). In this study, correlation analysis used the Pearson Correlation Test. The correlation value ranges from -1 to +1. Values close to -1 or +1 indicate a stronger relationship, while values close to 0 are said to have a weaker relationship. Correlation analysis is obtained from the calculation results with the help of SPSS as follows:

Table 7 Correlation Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.893	2.56671

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Data Processing with SPSS 23, 2023

The results of the calculation above obtained the value of $R = 0.946$ this value shows a very strong relationship between Overtime work, Time management, and Job satisfaction with Employees' work-life balance.

Coefficient of Determination Analysis

The coefficient of determination aims to measure the ability of the model to explain the variation of the dependent variable by the independent variable. According to Priyatno (2015: 156) the coefficient of determination is used to determine the percentage of contribution of the influence of independent variables together to the dependent variable. The coefficient of determination is obtained from the results of the calculation as follows: The calculation results above the value of the Coefficient of determination of 89.5% show that Overtime work, Time management, and Job satisfaction affect Employees' work-life balance by 89.5% while the remaining 10.5% is influenced by other factors that are not studied.

DISCUSSION

The Influence of Overtime Work on Employees' work-life balance on employees of PT. Idricipta Aditama Grutty Shoes, Bags & Fashion Bandung

According to Z.Duan, & Y.Sun. (2022) Overtime work is a common phenomenon all over the world, and its consequences cannot be ignored. Severe overtime work has caused some physical and psychological problems among workers. Employees tend to be accessible to give work performance but not according to the workload that the manager usually determines. Deadlines, targets and new technologies indirectly control employees. This condition is close to the pressure on employees to do overtime work. What overtime work means is working after regular working hours, namely after 16.00, without any minimum implementation time limit (Sumarningsih, 2014).

Based on the results, it was partially obtained that the tcount value of 3.827 is greater than the ttable of 1.977 and known sig. (0.000) is smaller than the significant level alpha (5%) so that H_0 is rejected, meaning that there is a negative and significant influence between Overtime work on Employees' work-life balance, with a negative regression coefficient which indicates that the higher the overtime work of an employee of PT Idricipta Aditama Grutty Shoes, Bags & Fashion Bandung, the worse the Employees' work-life balance will be.

The results of this study are in line with research conducted by Wicaksana et al. (2020), who stated that the results of the analysis on the Work Interference Personal Life (WIPL)

dimension produced the highest mean value at item number 5 (3.63). The results state that the millennial generation is too busy with activities at work and does not have enough time to exercise. This will lead to stress, decreased life satisfaction, deteriorating health, and decreased productivity. Employee activities such as meetings, deadlines, and overtime can reduce the quality of personal life - less time for family, friends, and hobbies. Then, according to Soomro et al. (2018), research on work-life balance determines the amount of time available for an employee to fulfill his role in work and family life. Employees who do not have a work-life balance can result in low productivity and poor organizational performance.

The influence of Time management on Employees' work-life balance on employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung

Employees tend to be accessible to give work performance but not according to the workload that the manager usually determines. Deadlines, targets, and new technologies indirectly control employees. This condition is close to the pressure on employees to do overtime work. What overtime work means is working after regular working hours, namely after 16.00, without any minimum implementation time limit (Sumarningsih, 2014). This study's results indicate that the tcount value of 6.672 is partially obtained, which is greater than the ttable of 1.977 and known sig. (0.000) is smaller than the significant level α (0.05) so that H0 is rejected, which means that there is a positive and significant influence between Time management on Employees' work-life balance, with a positive regression coefficient which indicates that better Time management of an employee of PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung, the better the Employees' work-life balance will be. Vice versa, the worse the Time management of an employee of PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung, the worse the Employees' work-life balance will be.

This study's results align with research conducted in 2016 related to the factors that make it challenging to achieve a Work-Life Balance. This study uses a cross-sectional method using a questionnaire targeted at 73 company X employees engaged in shipping industry services. The results showed that company X employees' average work-life balance index was 4.17 on a full scale of 7. Where 67.1% of respondents often feel difficulties at work due to personal problems that interfere, 53.5% of respondents think they often experience a loss of time to do personal activities due to work demands, and 53.4% of respondents think work makes their emotional life difficult (Adiningtiyas & Mardhatillah, 2016).

The influence of Job satisfaction on Employees' work-life balance on employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung

Job satisfaction refers to the sense of inner accomplishment and pride achieved while performing a particular task (Kasemsap, 2017), and one of the most essential activities for institutional leadership is ensuring employee job satisfaction and commitment. The results of this study show that partially, it is found that the tcount value of 3.961 is greater than the ttable of 1.977 and sig. (0.000) is smaller than the significant level α (0.05) so that H0 is rejected, which means that there is a significant influence between Job satisfaction and Employees' work-life balance, with a positive regression coefficient which indicates that the better the Job satisfaction of employees of PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung, the better the Employees' work-life balance will be, and vice versa, the worse the Job satisfaction of an employee of PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung, the worse the Employees' work-life balance will be.

The results of this study are in accordance with a study on the impact of work-life balance on female doctors in India, which found that work-life balance positively impacts job satisfaction (Anuradha and Pandey, 2016).

The Influence of Overtime Work, Time Management, and Job Satisfaction on Employees' Work-life Balance on employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung.

The results of this study indicate that simultaneously the variables Overtime work, Time management, and Job satisfaction have a significant influence on Employees' work-life balance; this is shown by the Fcount value of 397.927 greater than the Ftable value of 2.669 and the sig value. (0.00) is smaller than 0.05. A correlation value of 0.946 indicates a very strong relationship between Overtime work, Time management, and Job satisfaction with Employees' work-life balance. In addition, the coefficient of determination (R²) value of 0.895 shows that the Overtime work, Time management, and Job satisfaction variables influence Employees' work-life balance by 89.5% while the remaining 10.5% is influenced by other factors not examined.

CONCLUSION

1. Overtime work negatively and significantly influences Employees' work-life balance on Employees of PT Idripta Aditama Grutty Shoes, Bags & Fashion Bandung.
2. Time management positively and significantly influences Employees' work-life balance on Employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung.
3. Job satisfaction positively and significantly influences Employees' work-life balance in Employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung,
4. Overtime work, Time management, and Job satisfaction significantly influence Employees' work-life balance on Employees of PT. Idripta Aditama Grutty Shoes, Bags & Fashion Bandung. Overtime work, Time management, and Job satisfaction variables influence Employees' work-life balance by 89.5%, while the remaining 10.5% is influenced by other factors not examined.

SUGGESTION

Implement a structured overtime policy that includes regular breaks and ensures that overtime is voluntary and compensated. Additionally, overtime hours should be limited to prevent burnout and allow employees time for personal activities. Based on the provisions of Law Number 13 of 2003 concerning the Ministry of Manpower of the Republic of Indonesia, several articles that describe overtime work are as follows:

Article 77, paragraph 2 of Law no. 13 of 2003 regulates which regular working hours exist two patterns of average working time, namely:

1. 7 hours per day and 40 hours per week for a 6:1 working time pattern, meaning six working days and one weekly rest day;
2. 8 hours per day and 40 hours per week, for work time patterns 5:2, meaning five working days and two weekly rest days.

Provide time management training and tools that could help employees prioritize tasks and manage their workload more effectively. Create training Program: "Effective Time Management Workshop" To equip employees with strategies to prioritize tasks and manage their workload efficiently. Encourage the use of project management software or apps that can help track tasks and deadlines. Implemention of "Google Calendar" To provide a digital solution for employees to manage tasks and deadlines more effectively:

1. Task Tracking: Allows employees to list down all tasks with deadlines and set priority levels.
2. Calendar Integration: Syncs with personal calendars for deadline reminders.

Create workspace design: Conduct ergonomic assessments of workstations and provide adjustable chairs, desks, and computer equipment to reduce strain and increase

comfort. According to a study in the "Journal of Safety Research," ergonomic improvements can increase productivity and reduce discomfort (Smith, 2018). Professional Development Opportunities: Providing access to training, workshops, and mentorship programs to encourage career growth and skill development. According to "Personnel Psychology," investment in employee development is linked to job satisfaction and organizational commitment (Brown, 2022). Remote Work: Offer flexible working hours and the option to remote work for team management only. A study in the "Journal of Business and Psychology" shows that flexible working hours are positively correlated with work-life balance and reduced stress (Korssek et al., 2019). Childcare Support: Offer on-site childcare facilities or subsidies for external childcare services to ease the burden on working parents. Research in "Human Resource Management Review" indicates that employer-supported childcare positively impacts employee productivity and reduces stress (Haar, 2020). Health and Wellness Initiatives: Implement health and wellness programs that like sports support. A publication in the "American Journal of Health Promotion" found that workplace wellness programs enhance employees' ability to manage stress and personal health (Allen, 2021).

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