

CHAPTER I

INTRODUCTION

1.1 General Description

PT Bank Pembangunan Daerah (BPD) Jawa Barat and Banten Tbk or called Bank BJB. It is one of the Regional Owned Enterprise Banks (BUMD), established on May 20, 1961, with Head office located in Naripan Street No. 12-14 Bandung. 1960 was the beginning of the formation of Bank BJB until now. In 1960 the Government of Indonesia issued Government Regulation of the Republic of Indonesia Number 33 of 1960 concerning the determination of Nationalized Dutch State-Owned Companies in Indonesia. The nationalized bank was De Erste Nederlandsche Indische Shareholding NV (DENIS), a mortgage bank located in Bandung. In 1972, DENIS Bank established its legal status as a regional company engaged in banking under PD Bank Karya Pembangunan Daerah Jawa Barat. Then, through the Regional Regulation of the Province of West Java Number 1/DP-040/PD/1978, on June 27, 1978, there was a name change to the Bank Pembangunan Daerah Jawa Barat. Then, in Regional Regulation Number 11 of 1995, the bank was called Bank Jabar with its new logo.

The legal basis for establishing this Bank in Deed No. 4 of 1999 made Mrs Popy Kuntari Sutresna SH Notary in Bandung on April 8, 1999, Number 8. And then, the Minister of Justice of the Republic of Indonesia ratified on April 16, 1999, that the legal form of Bank BJB changed from a Regional Company (PD) to a Limited Liability Company (PT). According to the Decree of the Board of Directors of Bank Indonesia Number 25/84/KEP/DIR dated November 2, 1992, the regional development banks of west java became a Foreign Exchange Commercial Bank.

On April 15, 2000, Bank BJB became the first regional bank in Indonesia to run a dual banking system providing conventional and sharia services. Bank BJB became the first Regional Development Bank listed on the Indonesia Stock Exchange (IDX) with the stock code BJBR. Bank BJB 2010 changed the Initial Public Offering (IPO). After this Initial Public Offering (IPO) to the public, the current owner of Bank BJB shares, namely, West Java Provincial Government (38.26%), Banten Provincial Government (5.29%), City-Regency Government of West Java (24.03%), City-

Regency of Banten Government (7.87%) and the Public (24.64%). On July 5, 2010, the corporate identity changed its logo and called names. Then on August 8, 2010, the call name officially changed to Bank BJB until now.

Bank BJB currently has several subsidiaries and a network of offices, including:

Bank BJB Subsidiaries:

- a. Bank BJB Syariah (99.24%) – Banking
- b. BJB Sekuritas (78.94%) – Capital Market
- c. PT BPR Intan Jabar (24,00%) – Banking
- d. PT BPR Karya Utama West Java (29,52%) - Banking

Bank BJB Office Networks:

- a. 1 Head Office
- b. 5 Regional Offices
- c. 65 Branch Offices
- d. 844 Sub-Branch Offices (KCP)
- e. 6 MSME Centers
- f. 18 BJB priority services
- g. 12 Weekend Banking Services
- h. 1,754 ATM Bank BJB
- i. 55 CRM

In 2019, Bank BJB became the first regional bank appointed as an administrator bank for Customer Fund Accounts (RDN) for 2019-2024 by PT Kustodian Sentral Efek Indonesia (KSEI). In 2021 the number of employees of Bank BJB will be 7,500 people.

1.1.1 Company Logo

The logo represents the company's identity in a meaningful visual form. In 2010 Bank BJB underwent a logo change. This logo change is one of Bank BJB's strategies to expand its national standard and provide the best service for its customers. Along with

developing goals, Bank BJB also changed the existing logo to represent a bigger goal. Bank BJB logo is as follows:



Figure 1. 1 Bank BJB logo

Source: Bank BJB Website 2021

The meaning of the Bank BJB Logo is as follows:

- a. Wing Symbol: an analogy of this three wings symbol of Bank BJB is going further and flying to reach further to provide the best service to customers, shareholders, and the community. These wings have become a symbol of the three pillars of the company, namely the vision and mission, values, and corporate culture.
- b. Lowercase letter: It is analogous to the rebirth of Bank BJB with the initial step to the process and transformation.

The meaning of the colors on the Bank BJB logo is as follows:

- a. Calm Water Blue: Consistent, Firm, and Authoritative.
- b. Atmospheric Ambience Blue: Flexible, Visionary, and Modern.
- c. Sincere True Yellow: Thrive and Grow.

1.1.2 Company Vision and Mission

a. Vision

Become Your First Bank of Choice

b. Mission

- Contribute and participate as a driving force for the regional economy.
- Become the leading partner of the local government in financial management.
- Provide the best service to customers.

- Provide the best and most sustainable benefits to stakeholders.
- Increase financial inclusion to the public through banking digitization.

1.1.3 Organizational Structure

The transformation of Bank BJB is carrying out a strategy to improve the performance of employees and the company. One of these changes is the Structural Organization. Bank BJB's organizational structure is as follows.

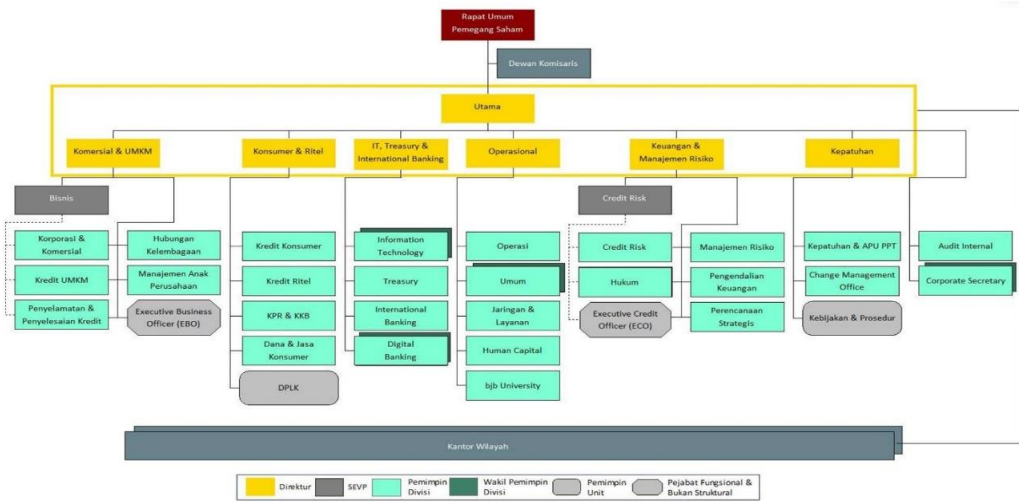


Figure 1. 2 Organization Structure of Bank BJB

Source: Bank BJB Website 2021

The Human Capital Division of Bank BJB has the following structure:

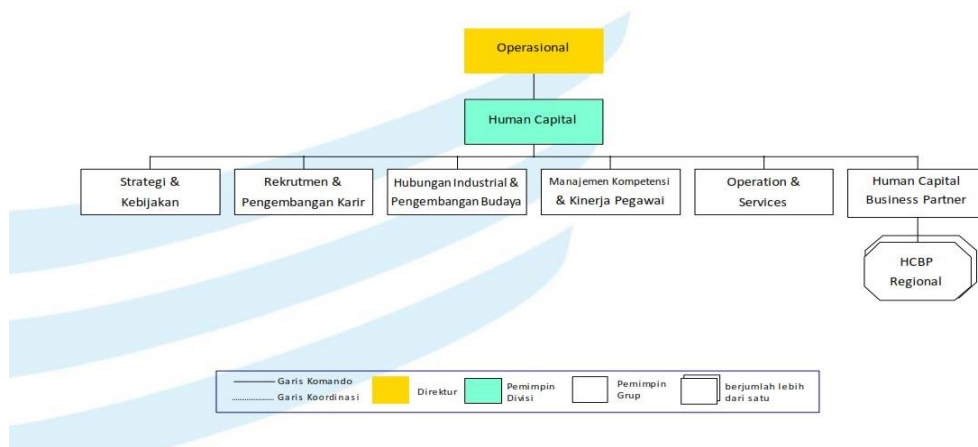


Figure 1. 3 Organization Structure of Human Capital Division, Bank BJB

Source: Human Capital Division of Bank BJB 2021

Human Capital Bank BJB is a division under the Director of Operations. The function of the Human Capital Division at Bank BJB is to increase the value of human resources so that they can make a meaningful contribution to the company to increase the value of the company's investment in employees. There are six groups in the Human Capital division. The function of the Strategy and Policy Group is to make all forms of company policies and strategies, especially those related to HR and the company. Recruitment and Career Development Group is a group as a strategy maker of workload employees and recruiting employees, new hires, experienced hires, and others. Industrial Relations and Cultural Development function to stabilize corporate culture and balance office work and non-office activity. The Employee Competency and Performance Management group functions as a group that develops employee performance, such as employee skill assessments and all forms of employee awards. Then, the Operations and Services Group serves as a Group that manages all Human Capital Division operations forms. Then, the Human Capital and Business Partner Group is a group that distributes all forms of information or policies of the Human Capital Division to all entities in Bank BJB. The Human Capital division at Bank BJB is included in the non-business division and directorate in the banking industry.

1.2 Research Background

Intermediary institutions are one of the drivers of the country's economic growth. Banks are intermediary institutions that have an essential role in the country's economy to improve people's living standards. The bank will collect and process all activities related to funding, lending, and providing services. In Indonesia, the bank is regulated based on the Law of the Republic of Indonesia Number 10 of 1998. Based on Bank Indonesia's Monetary Policy Review Report data in November 2021, Indonesia's banking intermediation function has improved. Banking intermediation experienced positive growth of 3.24% Year over Year (YoY) in October 2021, driven by demand and improving credit supply (Bank Indonesia Department of Economic and Monetary Policy, 2021). The economic growth increases in the third quarter of 2021, supported by export performance, consumption, and investment activities. Financial Services Authority (OJK) in July 2021 stated the profitability of banking in Indonesia is in good

condition, with the Net Interest Margin (NIM) of banking in Indonesia at the level of 4.54%, Operational Costs and Operating Income (BOPO) of 84.23%. Then, the bank's net profit was 9.69% Year over Year (YoY) (Otoritas Jasa Keuangan, 2021). This report shows the tremendous growth of banking in Indonesia. The people's economy in a country is one of the major influences on that country's economic growth. Economic growth is an essential indicator in analyzing the development and measuring the achievement of the development of an economy (Kustanto, 2020).

The banking industry in Indonesia is divided into two types, namely Commercial Banks and Rural Banks (BPR), with conventional and sharia systems. Recorded in the Financial Services Authority (OJK) report of Indonesian Banking Statistics for November 2021, in September 2021 in Indonesia, the number of commercial banks is 107 banks, and Rural Banks (BPR) is 1,481 banks.

The spread of Banks in Indonesia increased the country's economic growth through banking financial institutions. Performance competition between banks in Indonesia encourages banking optimism in facing business challenges. The rating of banks proves the very tight competition between banks in Indonesia, according to Infobank Magazine 2021. Based on the Rating of 109 Banks in the Infobank Version 2021 noted that 45 banks that managed to record profit growth, namely Bank Syariah Mandiri, Bank BJB, Bank Mega, Bank Tabungan Negara (BTN), Bank Jateng, Bank BRI Syariah, Bank Woori Saudara Indonesia, Bank Riau Kepri, Bank Sumatra Selatan Babel, Bank Pembangunan Kalimantan Tengah, Jambi Bank, and Bank Ina Perdana (Infobank, 2021). The bank with this top rating is the reference for achieving bank targets throughout 2021.

TABLE 1. 1

TOP 15 BANK FROM 50 BANK AWARD 2020 BY THE ICONOMICS

No.	Company
1.	PT Bank Mandiri (Persero) Tbk
2.	PT Bank Negara Indonesia (Persero) Tbk
3.	PT Bank Rakyat Indonesia (Persero) Tbk

(Continued)

4.	PT Bank Central Asia Tbk
5.	PT Bank Danamon Indonesia Tbk
6.	PT BPD Jawa Timur Tbk
7.	PT Bank Tabungan Negara (Persero) Tbk
8.	PT Bank BNI Syariah
9.	PT Bank DBS Indonesia
10.	PT Bank Mega Tbk
11.	Bank BJB
12.	PT BPD Jawa Tengah
13.	PT Bank Tabungan Pensiunan Nasional Syariah
14.	PT Bank BTPN Tbk
15.	PT Bank DKI

Source: The Iconomics (2020)

The Iconomics organized the data presented at the Top Bank Awards 2020. This appreciation to the best banks in Indonesia with the results of an assessment of bank conditions on bank risks and performance. As a regional bank, it was noted that Bank BJB could compete with other national banks. It placed 11th out of the other 50 banks as the Top Bank in Indonesia according to The Iconomics version in 2020.

TABLE 1. 2

TOP 10 BANK FROM TOP 40 BANK AWARD 2021 BY THE ICONOMICS

No	Company
1	PT Bank Central Asia Tbk
2	PT Bank Mandiri (Persero) Tbk
3	PT BPD Jawa Timur
4	Citibank Indonesia

(Continued)

(Continued)

5	PT Bank Tabungan Pensiunan Nasional Tbk
6	Standard Chartered Bank
7	PT Bank DKI
8	PT Bank UOB Indonesia
9	Bank BJB
10	PT Bank OCBC NISP Tbk

Source: The Iconomics (2021)

The data presented an improvement in economic growth in the second quarter of 2021. The Indonesia Top 40 Bank Award 2021, organized by The Iconomics on September 14, 2021, appreciates Indonesia's best banks. The assessment of bank performance factors includes Profitability (ROA, ROE, Income of The Year, Net Interest Income), Asset Quality (NPL), Liquidity (LDR, Deposit Growth), Efficiency (BOPO, NIM), and Capital (CAR). Bank BJB has increased its position to become the Top Bank in Indonesia. According to The Iconomics 2020, Bank BJB was in the Top 11th position. However, In 2021 The Iconomics listed Bank BJB in the Top 9th Bank in Indonesia. Bank BJB attracts public attention for its achievements as a regional bank included in the highest performance rating of Banks in Indonesia.

Good performance has led Bank BJB to become the best regional bank. Bank BJB was awarded the "Infobank Top BUMD Award 2021" with the title "The Best" at the "High-Level Forum & Awarding Ceremony" held by Infobank and The Asian Post at the Financial Hall, Jakarta, on Wednesday, March 31, 2021. Bank BJB is listed as the only regional development bank (BPD) that can carve total assets above IDR 100 trillion, which total assets increased by 19.44% compared to 2019 (Pikiran Rakyat, 2021).

The achievement of Bank BJB has occurred because of good managing human resources at Bank BJB. Human Resources management must align with the goals that have been implanted. Award events such as the Indonesian Human Capital Award (IHCA) VII 2021 by Economic Review are one of the annual awards for BUMN Tbk, Non-BUMN Tbk, BUMN Subsidiaries, Private Tbk, Non-Private Tbk, especially in the company's Human Capital Division. This award is an appreciation to companies in Indonesia to encourage and motivate the developing Human Resources to increase

productivity, competitiveness, and the Human Capital Index globally. Human Capital Division Bank BJB received three awards, namely 1st The Best of The Best – Human Capital of The Year 2021 for the Public Company Bank Book 3 category with the title Very Excellent. Second, Bank BJB is The Best Indonesia HC of the Year 2021 with the title Very Excellent. Third, Bank BJB as The Best of The Best Human Capital - 2021 2nd General Winner -2021. The assessment is carried out on aspects of Performance Management, Culture, HC Architecture, Technology used, Business Innovation, talent acquisition, retention, engagement, contribution to the community, and learning innovation. Then in 2022, the Human Capital Division of Bank BJB received an award from Warta Ekonomi, establishing Bank BJB as The Best HR Management for The Outstanding Commitment on a Competitive HR Development Approach to Support Company Business Growth and Improvement in the Regional Bank category. The event was held online on Thursday, March 31, 2022 (Divisi Corporate Secretary Bank BJB, 2022).

The Human Capital Division of Bank BJB manages employees as assets and investments for Bank BJB. This division has a very high achievement level compared to other Regional Banks. A regional bank included in the IHCA VII 2021 Award is Bank Jatim. Bank Jatim achieved The Best 4th of IHCA of The Year 2021 (Platinum Award –A Very Excellent) category for Public Company Bank Book 3. This achievement is below the Human Capital Division at Bank BJB's performance. Good performance significantly affects how tight the work of this division is. The success of Bank BJB in achieving the company's target is based on the improvements of the company's employees. The employees will carry out their responsibilities to realize the target. Employees of the Human Capital Division Bank BJB often work overtime to complete the work.

TABLE 1. 3

TOTAL HUMAN CAPITAL DIVISION OF BANK BJB OVERTIME IN 2021

Month 2021	Total Overtime Occurred in a Month	Total Person Occurs Overtime in a Month
January	86 times	29 person
February	80 times	21 person
March	132 times	28 person

(Continued)

April	91 times	20 person
May	22 times	13 person
June	38 times	16 person
July	73 times	25 person
August	63 times	23 person
September	38 times	15 person
October	87 times	22 person
Total	710 times	

Source: Human Capital Division of Bank BJB Naripan Bandung (2021)

The data stated how much overtime occurred in the Human Capital Division of Bank BJB throughout 2021. The data show that overtime is unstable every month. In January, it was proven that there were 86 times of overtime occurred by 29 employees in this division. Then in February, overtime occurred as much as 80 times by 21 employees. From January to February, there was a decrease in the frequency of overtime in this division. However, March stated otherwise, where the overtime frequency increased slightly by 132 times a month by 28 employees. Then, April and May experienced a very sharp decline. The hard work of the Human Capital Division employees in realizing Bank BJB targets in terms of human resource management is very tight. So that the frequency of overtime is very unstable, the varying frequency of overtime can affect employees' Work-Life Balance.

The author distributed a pre-questionnaire test to collect data to 15 employees of the Human Capital Division at Bank BJB Headquarters Bandung randomly selected to find out the company's overtime work, time management, and work-life balance. The following are the results obtained based on the preliminary tests distributed to employees of the Human Capital Division at Bank BJB Headquarters Bandung.

TABLE 1. 4

PRE-QUESTIONNAIRE TEST

NO	STATEMENT	SCORE					TOTAL SCORE	IDEAL SCORE	%	CATEGORY
		SD	D	N	A	SA				

(Continued)

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1	I work longer than working hour regulations, which is to work more than 9 hours of work (>17.00 WIB)	1	0	1	8	5	61	75	81,3 %	High
2	My overtime schedule is unpredictable or unstable	1	0	3	8	3	57	75	76%	High
3	I feel I spend more time at work than with family or personal life activities	0	0	4	5	6	62	75	82,6 %	High
4	I feel unable to manage my work time activities and personal life activities	0	5	4	4	2	48	75	64%	Medium
5	My life conditions affect my performance at work	3	2	3	4	3	47	75	62,6 %	Medium
Score								73,3%	High	

Based on the table, the respondents' responses to the pre-questionnaire test regarding Overtime presented that as many as 81.3% of 15 people feel that their working hours exceed their regular working hours. Then, some respondents answered contra or "Strongly Disagree" with the question "I work longer than working hour regulations, which is to work more than 9 hours of work (> 17.00 WIB)". It means there is still a gap among employees working longer hours than usual. In addition, there are pros and cons to the overtime schedule statement in the pre-questionnaire. Some respondents answered "Strongly Disagree" to the question "My overtime schedule is unpredictable or unstable," where as many as 76% of respondents experienced an overall overtime schedule imbalance on the employee. Furthermore, in

the statement regarding work-life balance, namely "I feel I spend more time at work than with family or personal life activities," as many as 82.6% of 15 respondents answered that employees feel they spend more time at work than at home and personal activities. The gap in respondents' answers can affect employees' work-life balance achievement. Then, the average pre-questionnaire result is 73.3%, which means the level of overtime work and time management highly affects the employees. It can be stated that Overtime Work and Time Management affect employees' Work-Life Balance due to many factors. Employees who do overtime will experience that working hours can reduce personal time. Lack of sleep will also affect employees' quality of life (Kusumasari, 2018). then managing time can make the job more effective and efficient. Good time management is crucial to cope with the pressures of modern world life without experiencing too much stress (Gea, 2014). However, Anggara (2020) stated that if the work-life balance is not met, it will create an unfavourable work environment that can harm a company or organization that requires energy, effort, and potential.

The balance between work time and personal activities is one of the needs of all employees. Work-life balance is an individual's ability to balance time, energy, and pressure in the work environment and personal and social life, including hobbies, studies, sports, and volunteerism (Wicaksana et al., 2020). Then, Vyas & Shrivastava (2017) stated that work-life balance means having enough time to balance work and personal life. Such as spending time with family, getting free time to relax, having good communication with coworkers, and doing the job well. Work-Life balance is essential in increasing the work motivation of every employee. Employees who do voluntary overtime are motivated, engaged, and have job satisfaction (Kusumasari, 2018).

Working hours is the right of a worker to carry out their duties. In Indonesia, the Government of Indonesia regulates the rules for Working Hours in Law Number 13 the Year 2003, articles 77 to article 85 in the Manpower Regulations. Normal working hours are applicable in Indonesia, about 8 hours per day with 40 hours per week. But beyond that, companies often demand employees work longer hours than predetermined regular work because there is work to be done resolved or any other

reason that requires employees to remain in the office even though working hours have ended or on weekends (Hasanah & Suharnomo, 2016). More work demands will add more working hours. Overtime can be caused by a lack of time management on the work to be done. Time Management is when people can divide their time consistently (Gea, 2014).

Based on the interviews with the employee in the Human Capital Division, Human Capital at Bank BJB is still experiencing difficulties in time management. This lack of time management is caused by unscheduled work. So that the Human Capital Division of Bank BJB experienced an increase in working hours (overtime); this overtime occurs when an ongoing program must be completed in the direction superior so as not to run out of deadlines. Each group in the Human Capital division of Bank BJB has a different program. So, the workload follows the project being carried out. Therefore, overtime often occurs irregularly following the work being done. Overtime and time management significantly affect employees' work-life balance in a company. The Human Capital Division at Bank BJB has a program of activities carried out regularly to balance employees' work life. The program is the BJB Club and employee recreational facilities. The BJB Club program is a forum for employees to actualize themselves by developing their hobbies, talents, and abilities according to their passion. The program covers activities in hobbies, sports, skills, and religion. However, the work-life balance program is deemed ineffective and hampered due to the current conditions that have experienced Covid-19 for the last three years.

The tight work produced by the Human Capital Division of Bank BJB becomes a challenge in managing the work-life balance. Personal and work-life management can occur if employees manage time well and get regular working hours. Moreover, the workload can lead to a lack of employee time management in this division. Along with this phenomenon, the author analyzed the influence of overtime and time management that can affect the work-life balance of the Human Capital Division at Bank BJB Naripan Bandung.

1.3 Problem Statement

Based on the research background that has been described, the problem statements in this research are

- a. How is Overtime carried out by the employees of the Human Capital Division at Bank BJB Headquarters Bandung?
- b. How is Time Management carried out by the employees of the Human Capital Division at Bank BJB Headquarters Bandung?
- c. How is Work-Life Balance carried out by the employees of the Human Capital Division at Bank BJB Headquarters Bandung?
- d. How do Overtime and Time Management simultaneously or partially affect Work-Life Balance for the employees of the Human Capital Division at Bank BJB Headquarters Bandung?

1.4 Research Objectives

The objectives to be achieved are based on the formulation of the problems previously stated, namely:

- a. To find out how Overtime is applied by the employees of the Human Capital Division at Bank BJB Headquarters Bandung.
- b. To find out how Time Management is applied by the employees of the Human Capital Division at Bank BJB Headquarters Bandung.
- c. To find out how the Work-Life Balance is applied by the employees of the Human Capital Division at Bank BJB Headquarters Bandung.
- d. To find out the influence of Overtime and Time Management on Work-Life Balance, the employees of the Human Capital Division at Bank BJB Headquarters Bandung.

1.5 Research Benefit

This research is expected to, directly and indirectly, provide benefits. The research benefits are as follows:

1.5.1 Theoretical Uses

This research is expected to provide a more comprehensive study in the development of human resource science, with the scope of *Overtime*, *Time Management*, and *Work-Life Balance*, which is the research topic.

1.5.2 Practical Uses

This research is expected to add to previous research with new phenomena and become a reference for further study. Include data collection, respondent characteristics, research results, and discussion of research results.

1.6 Writing Structure

Writing systematics aims to facilitate understanding and review of research. In this research, the systematics of writing consists of five chapters, which can be explained in outline as follows:

CHAPTER I INTRODUCTION

This chapter contains an overview of the research object, the background of the research, the study's problem statement, the study's objectives, the benefits of the study, and the systematics of writing to be examined.

CHAPTER II LITERATURE REVIEW

This chapter discusses the literature review and theoretical references about *Overtime*, *Time Management*, and *Work-Life Balance*. It also describes the previous study, the research framework, and the initial hypothesis made by the author in this research.

CHAPTER III RESEARCH METHODS

This chapter contains the research methods and analysis techniques used to measure the level of influence between these variables.

CHAPTER IV RESEARCH RESULT AND DISCUSSION

This chapter discusses the results of the tests, how they are obtained, and whether or not they affect the variables tested.

CHAPTER V CONCLUSION AND SUGGESTION

This chapter contains the restatement of the problem, a brief description, a conclusion, suggestions given to readers, and recommendations for further research