

## Choose: Big Salary Or Work Life Balance?

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### ABSTRACT

Work life balance is one of the findings of the problem symptoms in the Psychosocial mapping study of Distribution Depot PT. X wich is a stated-owned enterprise (BUMN) in Indonesia. This study aims to analyze psychosocial problems in the company's distribution function after the implementation of organizational transformation in the last 5 years. The type of approach used in this study is a qualitative approach. Data collection methods used in this study were sociograms, metaphorical images, interviews, focus group discussions and observation. This study was carried out in three distribution locations as samples in the study, namely distribution locations in East Java, Bali and East Nusa Tenggara. This study was carried out in 3 (three) stages, namely socialization, data collection and review of results to increase research credibility. While the analysis used is thematic analysis and stream analysis. The results of this study found four major themes of psychosocial problems which are referred to as dimensions, namely organizational governance, work systems, social relations and infrastructure. The four dimensions are further divided into several sub-dimensions. Symptoms of the biggest problem are in the dimension of social relations, namely the existence of internal conflicts within the company and the diminishing work life balance between workers and their families. But all of these are just symptoms of problems which are of course caused by the main problem. Armed with stream analysis, the main problems that underlie all psychosocial problems after the transformation of the company's organization were found. The theoretical implication of this study is that there are new psychosocial dimensions in the world of work that are unique to this research setting.

**Keywords:** Psychosocial Problems ; Work Life Balance

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### INTRODUCTION

In this modern era "work" has been included as one of the developmental tasks of early adulthood so that people who have entered early adulthood have social demands to work. Of course, we no longer look at gender roles because we are entering an era that demands emancipation so that both men and women have the same social demands, namely work. Moreover, according to Haferkamp & Smelser (1992) states that the period of human life is divided into 3 streams, namely (1) the agricultural/maritime period, namely the agricultural and maritime occupations that dominated human livelihoods at that time (before the 19th century); (2) the industrial period, namely the domination of the field of work related to the industrial world, after the invention of mass-produced tools for human life (19-20 centuries); (3) the period of information and communication technology, namely the field of work dominated by information and communication technology (after the 20th century).

During the first period, men played more roles in work compared to women who were subordinate to men. Furthermore, in the second and third periods, women actually showed their dominance when working in industry and information technology. This is indicated by the number of female workers in

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the industrial sector which is more than male. Even the industrial world prefers a way of working that women are more thorough and more stress-resistant than men. This makes cultural structures change and places the issue of emancipation more prominently in Haferkamp & Smelser (1992). Thus, men and women currently have the same role at work.

But what is the meaning of work itself? Weber (1963) argues that work is an activity of humans and their groups to increase economic value in their lives. Weber emphasized that this economic value as an instrument in improving material and psychological well-being. This statement shows that work is not only for the benefit of individual material well-being but how meaningful the results of human work are in personal and social life.

However, nowadays, many people misinterpret work as always being associated with matter. The more family members who work (husband and wife) and the longer they work, the more material (money) they get. This condition causes many women and men to work but are not married because they are always pursuing material welfare and a career. Or the phenomenon in big cities is that parents don't spend enough time for their families so that children feel they are not being cared for. As a result, many student crime rates, such as brawls and drugs, are clichéd for reasons that are a lack of attention from parents who are busy working. This condition is called a disturbance in work life balance (WLB), namely a disturbance in the balance between work life, family life and social life.

Modernity as a global phenomenon is also felt in Indonesia, especially at PT. X as a state-owned company. PT. X has products that have great relevance to social demand so that he has distribution depots in all cities in Indonesia. Thus, he also has many workers who are ready to be placed and transferred throughout Indonesia, even abroad. Not infrequently those at the supervisor level and above can be transferred at least once a year to various regions. And the operational level is more permanent but can be transferred at least once every 3 years to various parts of Indonesia, depending on the needs of the organization. This condition causes most workers to live separately from their nuclear family (children, wife/husband).

PT. X has 3 types of distribution depots, namely (1) full-automation depot, where all distribution work mechanisms are assisted by fully automated equipment; (2) semi-automation depot, the working mechanism is assisted by equipment that is semi-automatic and still requires human intervention in its operations; (3) manual depot, all work mechanisms at the depot are carried out by manual machines that require full human intervention. The condition of infrastructure development at PT. X, especially in the Eastern Indonesia region, is still dominated by manual depots of around 65%, semi automation of around 25% and full automation of 10%. This causes workers to have a large workload when dealing with infrastructure in manual depots. As a result, they have erratic working hours and less time to spend with their families. Even data from the Human Resources Department of PT. X stated that cases of stress, depression, household disharmony and divorce experienced an increase of 5.8% per year since 2007. That year was the beginning of a major transformation carried out at PT. X. This organizational transformation leads to the efficiency and productivity of the company's performance so that the number of human resources is limited and the work system is changed to become more stringent.

The above problems have attracted research attention to conduct a psychosocial mapping study at PT. X after the company transformation to map the psychosocial potential and problems. This study will directly examine the work life balance experienced by workers.

In Haferkamp & Smelser's (1992) statement, it cannot be denied that changes in the social structure of working parents (husband and wife) are inseparable from changes from the agrarian period to the industrial and information technology periods. This condition of modernity also encourages consumerism and materialism. Kasser & Kanner (2002) stated that modernity which tends to be material oriented is known as Material Value Orientation (MVO), namely the belief that material is a goal marked by financial success, material ownership and achievement of high socioeconomic status. According to them, there are 2 ways to develop MVO, namely (1) through feelings of insecurity about socioeconomic status; and (2) through socialization, internalization and modeling processes.



First, feelings of insecurity about low socioeconomic status cause a person's MVO to increase so that humans become more materialistic when their social environment is unable to meet their psychological needs, such as the need for a sense of security proposed by Abraham Maslow. According to Abramson & Inglehart (1995), weak economic ability will cause deprivation or insecurity, then humans will compensate for their feelings with materialistic goals.

Second, the process of socialization, internalization and modeling is carried out by humans who receive information about money and ownership as the ultimate goal of one's happiness. This information is obtained from the values of family, parents, peers and social environment, either directly or through the mass media (Kasser & Kanner, 2002). Humans receive the message that matter is the ultimate goal and internalized within themselves. In various studies, it has been consistently found that there is a positive relationship between watching television and materialism. For example, advertisers show products that are used by famous people or are very attractive in presenting them. This is a strategy to make associations between products and needs and teach consumptive behavior through modeling.

Based on a statement from Richin & Dawson (1992), MVO consists of 3 elements; how do people think about ownership that reflects success in life (success), how materialism becomes central to human needs (centrality), and how much they believe that prosperity and ownership make humans happy (happiness). In relation to MVO and subjective well-being (SWB), Kasser (2002) conducted a study which found that people who are oriented towards the value of money, ownership and socioeconomic status are reported to have low SWB. Thus, there is a negative relationship between materialism and SWB. The reason is that humans who think that they are far from material goals will be further away from these goals. In other words, the farther the gap between actual goals and ideal conditions in material achievement. As a result, people will feel that they will never be satisfied with the financial conditions they have obtained, so they will never feel satisfied and happy. This condition is exploited by advertisers that individuals are never satisfied with their financial condition.

Another reason is that humans seek material things to feel a better life. However, this better life is a process of comparison with other people (social comparison) so that humans tend to seek higher and higher comparisons. Therefore, MVO is not only a symptom of unhappiness but also guides people's behavior and experiences in comparing job satisfaction and psychological needs.

The meaning of work, as discussed by Weber previously, shows that it is not always associated with mere material well-being but psychological and social well-being. This argument is supported by research by Mitroff and Dentron (1999) who examined the meaning of work. They used e-mailed questionnaires about the meaning of work to 2,000 human resource managers, especially in the West Coast region, United States. The result is that seven meanings of work are obtained, namely (1) the ability to fully realize individual potential; (2) relating to the goodness and ethics of the organization; (3) fun and interesting work; (4) make money; (5) have many partners and serve others; (6) serving the interests of the next generation; and (7) serve the community and other community members. This proves that work is not always interpreted in material terms but also to fulfill social interests to make oneself happy.

This meaning was then used as material for interviews with 131 people to re-describe the meaning of work. The results of the interview show that most people do not associate the meaning of work with material things or money. But work is more interpreted as satisfaction in serving others. This meaning related to the interests of others and self-fulfillment is seen as the meaning of work socially. With this working meaning, people will be more able to demonstrate total intelligence and complete creativity. Mitroff and Dentron (1999) concluded that the higher the meaning of social work in an organization, the higher the profit it achieves.

Based on the results of this study, Mitroff and Dentron (1999) analyzed that the enthusiasm for serving others in the organization will support individuals to function fully (full potential person). If workers have full self-esteem, then their work performance will also increase so that organizational

performance will also be higher. In the end, organizations that have higher organizational achievements will be able to survive by adjusting to changes in their environment.

Other evidence regarding the meaning of social work in organizations and the world of work is provided by Davidson and Caddell (1994). The theory used in this study is based on Weber's argument (1963) that work is a "calling" (work as a "calling"); work to carry out the task (work as a job); work as a career in the Protestant ethic. The focus of this research is based on the meaning of work which has the highest contribution to the output of a worker. The three meanings of work are related to variables, such as worker status, class, work safety, employment sector, family income, education, gender and type of work; symbolic interactions, such as religious norms, Calvinistic or not; and a scale of attitudes towards work. The results of the study show that work which is considered a "call" / "calling" (from God) makes the highest contribution to achieving individual output compared to the other two types. The type of meaning that works as an "appeal" is given meaning as a religious call. The more religious a person is, the more it has a special meaning at work so that it is also more productive at work. Even so, this study only involved a scale of attitudes toward work to measure individual output without involving task performance and social work performance (task and contextual performance).

A firmer opinion regarding the role of the social meaning of work in organizational achievement is stated by Zamor (2003). This study is a scientific review of various research studies. The argument is that the meaning of social work in the world of work will bring a comfortable atmosphere for workers. If the atmosphere is comfortable, then workers will feel happy. With a happy atmosphere, the individual is more productive at work, more creative and more able to fulfill himself as a worker. Self-fulfillment and high morale will lead to brilliant organizational achievements and have an impact on the organization's financial success.

Still according to Zamor (2003), the social meaning of work in the world of work has two manifestations, namely through the individual and organizational levels. The higher the meaning of social work at the individual level, the higher the contextual performance. This relationship will also improve organizational performance. Vice versa, if the meaning of social work is higher at the organizational level, then the social value of work at the individual level will also increase. The study also presented empirical evidence from a freelance study by Harvard Business School of 10 companies with high social value and 10 companies with no social value from 207 leading companies. Over the last 11 years, this study found that companies with high social value would gain as much as 400% - 500% in net profit.

Work life balance (WLB) is not always related to the material meaning of work but rather to fulfillment as human beings who have various roles (Davis et al., 2004). Therefore, according to these experts, WLB can be achieved if the individual has a meaning of work that is more social than financial. Even indirectly the meaning of work socially will actually increase productivity and profitability as empirical evidence in the preliminary study.

## METHOD

### Research Design

This study has a type of qualitative approach to understand the phenomenon in examining the psychosocial conditions of workers at the distribution depot of PT. X post transformation.

### Participants

Participants involved in this study were 62 employees of PT. X who is an employee representative of 3 Oil Fuel Terminals located in East Java, Bali and East Nusa Tenggara.

### Instruments

Data collection methods used in this study were sociograms, metaphorical images, interviews, focus group discussions and observation.



### Research procedure

This study was carried out in three distribution locations as samples in the study, namely distribution locations in East Java, Bali and East Nusa Tenggara. This study was carried out in 3 (three) stages, namely socialization, data collection and review of results to increase research credibility.

### Data Analysis Techniques

While the analysis used is thematic analysis and stream analysis. The results of this study found four major themes of psychosocial problems which are referred to as dimensions, namely organizational governance, work systems, social relations and infrastructure. The four dimensions are further divided into several sub-dimensions.

## RESULT

In general, workers' responses to the company's transformation at the three depot locations were divided into two types of responses, namely positive and negative responses. From the information collected based on interviews, group discussions, observations, sociograms and metaphors, it is grouped into 4 dimensions and several sub dimensions of workers' responses to company transformation, namely:

- 1) Organizational governance, namely the dimensions of organizational/company management that lead to management aspects (planning, organizing, action and monitoring-evaluation) of work programs. This dimension also relates to management at each location and its relationship with the company, which in this case is represented by the Supply and Distribution management of PT. X. The sub dimensions contained in this dimension are:
  - a) Organizational structure, which is the set of positions that are attached to their functions for the division of tasks that support operations at the depot level.
  - b) Managerial and leadership, namely the capacity or ability of the leader in managing the company at the management level down to the depot location level.
  - c) Work regulations, namely a set of work rules which is a discourse in supporting smooth operations.
- 2) Work system, namely a set of work mechanisms that already have implementative rules. In this dimension there are sub dimensions, among others;
  - a) A Fair recognition, which is a reward system from the company that is used to reward employees' performance evaluations, in this particular case is the Work Management System (People Review).
  - b) Reward and Punishment, namely a system of rewards and punishments for workers regarding their work attitudes, especially regarding their implementation in the field. The workers' main focus is on the system of imposing sanctions (warning letters).
  - c) Workload, namely the workload distribution system, especially with regard to working time and workload carried out by each worker.
  - d) People Development, namely human resource development system, particularly with regard to training and up-skilling of workers at the depot level.
  - e) Career path, namely a career path system as an effort to reward the performance of workers.
- 3) Infrastructure, namely facilities related to procurement and maintenance as part of supporting smooth operations at the depot level. The sub dimensions in this dimension are;
  - a) Facility

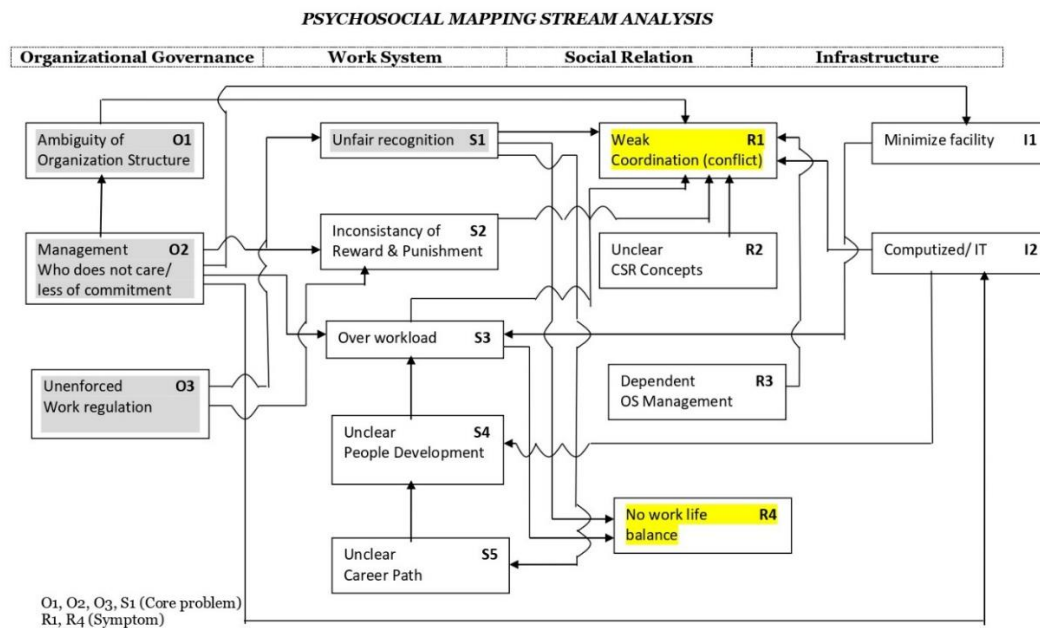
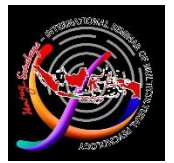
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- b) Information Technology
- 4) Social relations, namely social relations among fellow workers, leaders and families (internal) and social relations between the depot and stakeholders, outsourcing workers and the community around the depot (external). While the sub dimensions related to this dimension are;
  - a) Coordination, namely internal coordination in working relations at the depot and externally with stake holders.
  - b) Corporate Social Responsibility, namely the depot's social relations with the surrounding community.
  - c) OS management, namely the relationship and management between the depot and organic workers with outsourced workers.
  - d) Work life balance, namely the relationship between human resource management, workload and the life of the workers' families.

In general, the positive response of workers at the depot level to the company's transformation ranges from;

- 1) A work system based on the transformation that already exists and is felt to be able to improve workers' welfare if applied consistently.
- 2) Work systems are becoming increasingly more efficient and practical, especially supported by information technology that is increasingly established.
- 3) Based on work systems and increasingly advanced technology, it is also required to develop human resource competencies. Thus, PT. X is required to develop competence in dealing with organizational changes in response to global challenges.
- 4) If implemented, work rules can guarantee comfort, safety and work order. This is evidenced by the increasingly stringent rules for using Personal Protective Equipment (PPE) due to the demands and awareness of workers for work safety and security.
- 5) More transparency in company management because everything can be known through information technology to support work operations.
- 6) Key Performance Indicator (KPI) is able to encourage the achievement of work targets in each location and work function.

Meanwhile, the negative response from each depot location is indeed different according to the problems at that location. However, the basic thing that is most highlighted by workers is Unfair Recognition, namely unfair performance rewards, especially in performance management systems or people reviews. Symptoms of the biggest problem are in the dimension of social relations, namely the existence of internal conflicts within the company and the diminishing work life balance between workers and their families. This can be seen from the stream analysis that has been done.

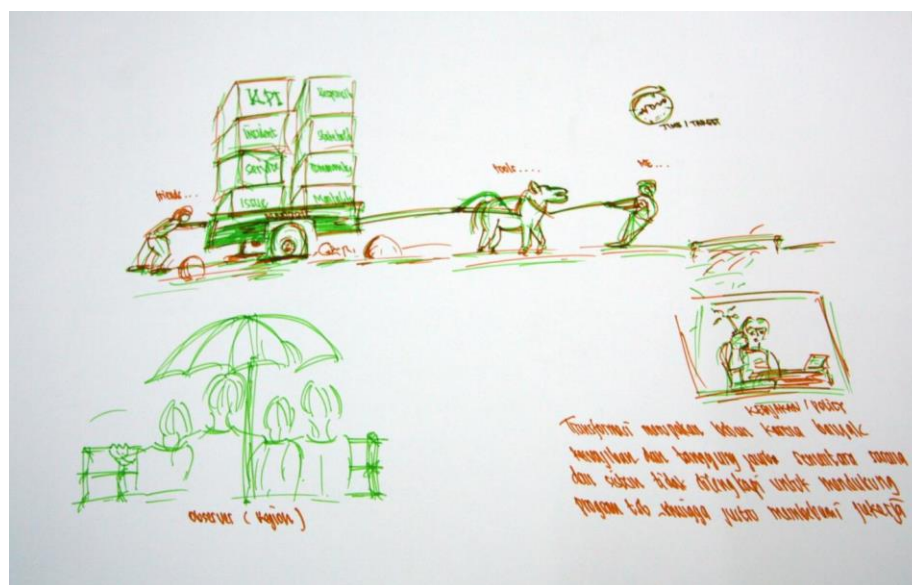


In this analysis it appears that conflicts among workers and the absence of work life balance (WLB) are the final symptoms that arise related to the perceptions of workers after the company's transformation. The WLB phenomenon of disturbed workers is caused by 2 things, namely;

- a. High workload because workers use semi-automated and manual infrastructure that requires high human intervention. One example is if there is damage to the machine, workers must repair it at any time because the tasks of receiving, stockpiling and distributing must take priority. Therefore, the operational workers at the depot do not have fixed working hours because the smooth distribution process must be a priority. Transformation that leads to efficiency is also considered by workers as a program that legalizes the reduction of human resources in terms of quantity. According to the workers, the current multi-tasking conditions are not matched by the number of human resources, resulting in an overwork load. This is what causes them to often work overtime without certainty of working time. In other words, workers must be ready at any time for the smooth running of product distribution tasks without being provided with adequate facilities. In the end, workers experience disruption in WLB because they rarely get together with their families and the social environment of the community.
- b. The workload that is too heavy is also not matched by awards from the company. For example, there are many operational workers in the field who do not get good marks in people reviews. Indeed this value will affect the year-end incentive/bonus income.

One proof of the existence of a high workload is from the metaphorical image expressed by one of the following participants;

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In that picture it appears that the workers get a high load on the train but are only given inadequate facilities. This is metaphorized as a donkey as a puller for their inappropriate workload when they get a high workload and obstacles in the field. While they feel they are always being chased with high KPIs/work targets, they are not matched by facilities and management support. As a result, he feels that he has less time to gather with his family and community.

## DISCUSSION

According to Gambles et al. (2006), disturbed WLB will lead to disharmony in households, families or couples that are given less attention, even in cases of divorce. If household disharmony occurs because of WLB, individuals will feel unhappy, unproductive, demotivated at work, and in the end their performance will decrease. Therefore, if the WLB is disrupted, the performance, productivity and profitability of the company will also decrease. Even though the salary of workers at PT. X has the largest nominal in all SOEs in Indonesia but they don't necessarily get happiness and WLB. The interview analysis found that although their salary and overtime income were high, they felt disturbed in WLB because they rarely got together with their families, and some workers even married and divorced several times because of disagreements about their workload outside the city.

This study has the main objective to map the potential and psychosocial problems of PT. X post transformation. However, this psychosocial mapping found one of the sub-dimensions that also influences the performance of workers, namely work life balance. In fact, this research has theoretical implications, namely by finding 4 dimensions in psychosocial conditions in the field of work, namely;

1. Organizational governance, namely the dimensions of organizational/company management that lead to management aspects (planning, organizing, action and monitoring-evaluation) of work programs. This dimension consists of sub-dimensions of organizational structure, managerial and leadership and work regulations.
2. Work system, namely a set of work mechanisms that already have implementative rules. Within this dimension there are sub-dimensions of a fair recognition, reward and punishment, workload, people development, and career path.
3. Infrastructure, namely facilities related to procurement and maintenance as part of supporting smooth operations. The sub-dimensions in this dimension are facilities and computing/information technology
4. Social relations, namely social relations among fellow workers, leaders and families (internal) and social relations between the company and stakeholders and the surrounding community (external).





While the sub dimensions related to this dimension are internal coordination, corporate social responsibility, OS management, and work life balance, namely the relationship between human resource management, workload and family life of workers.

These dimensions make up psychosocial theory in the world of work so that this theory can complement other theories related to psychosocial in the world of work. Of course, this theory must be verified first to prove when applied in other research settings.

Based on the results of this study, it can be concluded that this study has found the potential and psychosocial problems of depot workers at PT. X with 4 psychosocial dimensions, namely organizational governance, work systems, infrastructure and social relations. In the fourth dimension, the sub-dimensional work life balance (WLB) is found which in reality there is disharmony in WLB. This is caused by 2 things, namely unequal workload, infrastructure that does not support performance and unfair recognition of workers.

If the WLB is disrupted, the life of the working family and community will also be disrupted. This is referred to as household disharmony, such as conflicts with family members and spouses up to divorce. When workers get problems like this, their work motivation decreases (demotivation). Which in the end this problem causes individual performance also decreases. As a result, the company's performance, productivity and profitability also decreased. This is due to the company's performance is the cumulative performance of its workers. Thus, WLB and all its consequences must be addressed so as not to disrupt organizational performance. So choose a big salary or work life balance?

## ACKNOWLEDGE, FUNDING & ETHICS POLICIES

High appreciation to PT. X who has given the opportunity to researchers to conduct research in the work environment of PT. X. The results of this study have been presented to the management of PT. X for follow up. This research is also free from non-academic interests of PT. X who has provided funding for this research.

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