

The Effect of Work Life Balance on Employee Performance in Manufacture Companies (Case Study at PT. Gemilang Mitra Sejahtera)

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Abstract. People are a company's most important and influential asset, and that's why it needs great people. One way is to achieve work-life balance. This study aims to examine how work life balance affects employee performance at PT Gemilang Mitra Sejahtera. This research uses an associative approach with a target sampling of 50 respondents. The method for collecting data for this research is the questionnaire method. The analysis technique uses simple regression and SPSS version 26.00 software in processing the data of this study. The results of this study indicate that work-life balance is known to have a positive and significant impact on employee performance of PT Gemilang Mitra Sejahtera.

Keywords: Work Life Balance, Employee Performance, PT Gemilang Mitra Sejahtera

1. Introduction

Work life balance is a very important factor and must be considered by companies in setting policies to maintain work productivity. According to Nadesan & Thampoe [1], in an increasingly competitive business world, organisations are committed to increasing their efforts to achieve competitive advantage. Corporate sustainability basically refers to three dimensions of performance that are important to the environment and the organisation: economic (financial), social and environmental performance.

Because human resources are very influential and one of the most important resources for survival in company operations. A company manager needs to maintain excellent and competent human resources in their field. One of the recurring problems in the HR department is poor employee performance. This comes from various external and internal factors.

Employees should actually do their job as well as possible and put all their energy and thoughts into the company or organisation where they work. But of course outside of his work, there is another side of life that he must run. This other side is also very important and must be considered, namely family, social groups, education, other commitments. Therefore, not a few companies talk about balance or balance of work and life so that employees do not experience stress or physical and mental pressure and can support the company's efforts to achieve its goals. This balance must be considered by companies starting from recruiting, selecting, compensating, evaluating and motivating so that employees can produce the best work performance in this competitive era. The balance between life and work requires great attention so it is important to manage the quality of life against work demands.

The lack of implementation of work-life balance in the workplace is a factor that can encourage stress in employees. The more demanding the job, the greater the stress. The high demands of work make employees unable to manage their time and work. This can lead to depression, which has a negative impact on the job itself and reduces productivity. A corporate environment where there are no employees, family members, superiors, or subordinates who can support the work increases work stress and leads organisations to look for colleagues for work support.

Work life balance (WLB) is a life where individuals are able to carry out their responsibilities with minimal role conflict both at work, home, and society [2]. WLB is important for mental health, well-being, self-esteem, and overall life satisfaction. So implementing WLB is very difficult, but that does not mean it is impossible. According to the Robert Walters survey [3], the Global Professional Recruitment Agency revealed that



employees require companies to do three things well in order to do a good job, one of which is work-life balance. This is something that companies must achieve, because employees not only have work responsibilities, but also personal responsibilities outside of work, such as family, so employees try as much as possible to balance work time and personal time outside of work.

PT Gemilang Mitra Sejahtera is a relatively new manufacturing company in the field of ceramic/tile manufacturing, starting to realise the importance of work-life balance in the lives of its employees, this is based on the fact that in practice employees sometimes do not pay attention to their work, some even complain that they cannot manage time between their work and family, so it is not uncommon for employees to ignore their family affairs and cannot determine their priorities. Thus, not a few of them experienced a decline in performance.

From the author's observations on the object of research by interviewing human resource staff that employee working hours have high overtime, this raises many perceptions, some feel burdened, there are also employees who feel happy because they will get additional salary. The high level of employee absenteeism both leave and permission so that there are several employees who are required to overcome work problems outside of working hours. From the results of this observation, according to the author, work life balance is something that is important to research and find out how the work life balance of employees at PT Gemilang Mitra Sejahtera is?

1.1 Work-Life Balance

[4] Work-life balance is achieved when a person devotes time to work and non-work activities, and there are personal actions that are the source of personal conflict, which is the source of a person's energy. individuals carry out activities on their behalf, at work and during off-duty. This can only be done by an individual, and when you are married, you have the responsibility to live as a family and work responsibly to meet the needs of the household, when you cannot manage your time for both, then conflict will arise. People who cannot manage their time are said to have a poor work-life balance, while people who manage their time well, will work and lead according to their responsibilities in the office. And have job satisfaction because it creates positive emotions and pleasant situations. Work-life balance is applied to describe support for employees in order to obtain a balance of work and personal and family life as well as to describe practices in companies that aim to support employees [5]. In addition, [6] state work life balance as a situation where employees only experience minimal conflict and their roles at work and at home go well. The role of family and employees can have a positive impact on employee work balance and performance. In Fisher, Bulger, and Smith [7], measures of work-life balance include:

1. **Work Interference With Personal Life:** This dimension describes the degree to which work can affect employees' lives. For example, working can make it difficult for employees to divide their time between family and work.
2. **Personal Life Interface With Work:** This dimension describes the level of personal life that affects work. For example, if employees have problems in their personal lives, which can affect their work performance.
3. **Personal Life Enhancement Of Work:** This dimension relates to how personal life can affect work performance. For example, if employees feel happy because personal life can go well, and are happy on both sides of work and family life.
4. **Work Enhancement Of Personal Life:** This dimension relates to the amount of work that can be left on a person's personal quality of life. For example, skills acquired at work that help the person in their daily life. That is, employees apply our education and skills to our personal lives.

Citing several studies, work life balance is a type of company policy that allows employees to freely devote time between work and other external needs besides work such as family, pleasure, education and others [8]. With work life balance, all social aspects of life can be lived in balance by employees [9]. This research uses [10] index, because there are examples of work life balance that occur in companies that have been mentioned in previous studies. These indicators include compensation for leave and other needs, full responsibility for family or company, good social life outside the company, and limited time for hobbies.

1.2 Employee Performance

Performance is a word we often hear, it is very crucial for a company or organisation to achieve its goals. In connection with improving the quality of human resources, the performance aspect must be considered carefully so that employees can give their best efforts so that they can provide optimal work performance for the company. Performance is the process of planned work results at the time and place where employees or organisations are involved. [11] argues that output is the result of job functions or indicators within a certain period of time. [12] suggests that performance is success when carrying out activity programs to achieve

organisational goals and strategic plans outlined by the organisation. According to [13], performance is a consideration as a whole of changes in circumstances, results, or performance over a period of time that are driven by the company's operational activities in the use of the organisation. Employee performance is the result of the overall success of an employee in completing a task within a certain period of time [14]. According to [15] argues that employee performance is the ability of an employee to carry out certain skills. Researchers say employee performance is the result of hard work of employees both in quality and quantity of work in an organisation. [14], suggests employee performance factors include quality, quantity, and timeliness. According to [16] [17] there are several indicators of employee performance as follows:

1. Quality of work: Quality of work is a requirement for organisations to remain competitive and survive. Good performance also represents the quality of the company's product and service managers.
2. Quantity of work: Describes the achievement of specified goals to demonstrate the company's expertise in terms of management of its resources in achieving goals.
3. Working time: Describes the working hours that are considered the most effective and efficient in work management. Working time is a measuring tool for employees to do work within the specified time and as their responsibility.
4. Collaboration with colleagues (co-operation): This is a guide to achieving the goals set for the success of the organisation. Cooperation will increase trust between various parties with the company directly and indirectly.

1.3 Hypothesis

To answer this research topic, the researcher found the following hypothese: Work life balance can stress workers and reduce work productivity [18]. Whereas, when an employee has a good work-life balance, they are more focused, have positive emotions, are less stressed, and are more likely to be committed to work and satisfied with their job. [19]. Previous research also shows work-life balance has a significant effect on employee performance [18]. The following hypothesis is derived:

H1: Work-life balance has a significant influence on employee performance.

2. Method

This research uses an associative approach. According to [20], an associative approach is a technique used to establish and measure the relationship between two dimensions. In this study, researchers analysed the impact of work life balance on the performance of PT Gemilang mitra sejahtera employees. The nature of research data is a formal and standardised form of numerical data with measuring instruments in the form of quantitative data reports. [21], argues "Population is a complete collection of human form elements that we are interested in and study". In line with this understanding, we can see that the purposeful sampling approach is based on the use of several criteria. A total of 375 employees were part of this study. Therefore, the researcher took a sample of 50 workers from PT Gemilang Mitra Sejahtera. The technique of collecting data using a questionnaire using a Likert scale (1 strongly disagree - 5 strongly agree) and data analysis with simple linear regression.

3. Result and Discussion

3.1 Normality Test Results

The data normality test is usually used to see the dependent and independent variables, whether they are normally distributed in the regression model. if the data is evenly distributed near the diagonal and follows the direction of the diagonal line, the regression model assumes that the variables are normal. It can be seen that the data is diagonally distributed. This means that the data is normally distributed or fulfils normality.

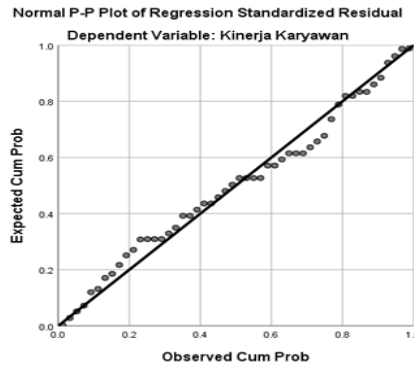


Figure 1. Normality Test

3.2 Multicollinearity Test Results

The multicollinearity test tells us if the regression model finds many correlations between the independent variables: 1) If Tolerance (a measure of how much variability in the data is allowed) is low or VIF (a measure of how much variation in the dependent variable) is low, there is no multicollinearity problem. 2) If Tolerance is high or VIF is high, there is a multicollinearity problem.

Table 1. Multicollinearity Test

| Coefficients ^a | | | | | | Collinearity Statistics | | | |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|--|-------------------------|-------|-----------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. | Tolerance | VIF |
| | | B | Std. Error | Beta | | | | | |
| 1 | (Constant) | 1.904 | 1.280 | | | 1.487 | 0.144 | | |
| | Work Life Balance | 1.090 | 0.070 | 0.913 | | 15.475 | 0.000 | 1.000 | 1.000 |

a. Dependent Variabel: Employee Performance

Source: Data Processed by Researchers, 2023

From Table above, the VIF value for Work Life Balance (X) is 1,000. The value of the independent variable is less than 10. Likewise, the work life balance variable (X) is allowed a value of 1,000. Because the tolerance is greater than 0.1, it is concluded that the VIF value is less than 10 with no evidence of multicollinearity between independent variables determined by the tolerance of each independent variable which is greater than 0.1.

3.3 Heteroscedasticity Test Results

Heteroscedasticity test to test whether there is a variation in the residuals of the regression model between different observations is performed. If there is a pattern, this indicates the possibility of variation in the data. If there is no clear pattern, there is most likely no variation in the data.

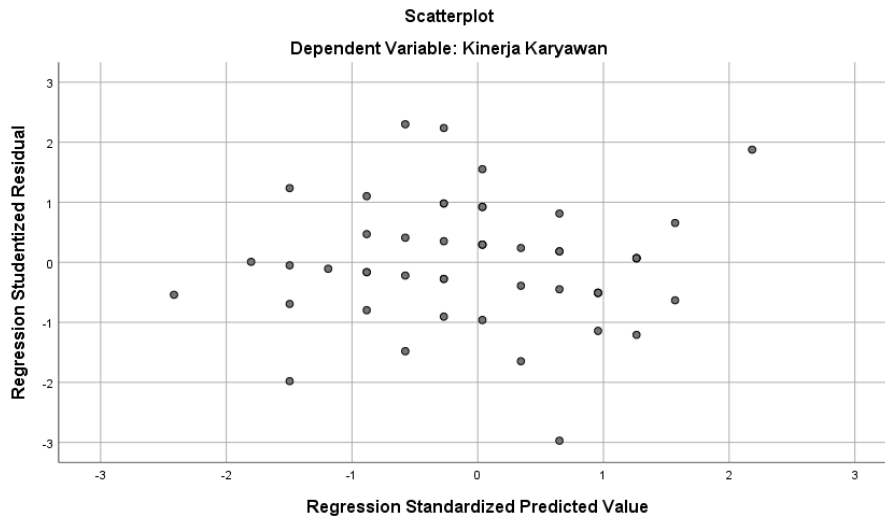


Figure 2. Heteroscedasticity Test

The results above show that the distribution of residuals is irregular and does not form a pattern. This can be seen from the scatter point or plot. The conclusion that can be drawn is that heteroscedasticity does not exist.

3.4 Simple Linear Regression Results

The software used to analyse the relationship between employee performance and work-life balance found that these variables have a significant influence on employee performance. This information helps make better decisions on how to balance work and personal life.

Table 2. Simple Linear Regression Test

| Coefficients ^a | | Unstandardized | | Standardized | | t | Sig. |
|---------------------------|-------------------|----------------|------------|--------------|--|--------|------|
| | | Coefficients | | Coefficients | | | |
| Model | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 1.904 | 1.280 | | | 1.487 | .144 |
| | Work Life Balance | 1.090 | .070 | .913 | | 15.475 | .000 |

a. Dependent Variabel Kinerja Karyawan

Source: Data Processed by Researchers, 2023

From Table above, we know the following values: First constant = 1.904 and Work-life balance = 1,090. Substituting this result into a simple linear regression equation: $Y = 1.904 + 1.090(X)$. Therefore, we can conclude from the regression equation that: PT Gemilan Mitra Sejatera is increasing. From the above regression equation tells us that if you have a better work-life balance, your employees will also perform better.

3.5 Test Results t (Partial Test)

The t-test is used in this study to understand how the independent variable can affect the dependent variable. Another question asked by the t-test, whether the independent variable (X) and the dependent variable (Y) have a significant independent relationship or not. The results of data processing using SPSS version 26.00 obtained the following findings:

Table 3. Partial T Test

| Coefficients ^a | | Unstandardized | | Standardized | | t | Sig. |
|---------------------------|------------|----------------|------------|--------------|--|-------|------|
| | | Coefficients | | Coefficients | | | |
| Model | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 1.904 | 1.280 | | | 1.487 | .144 |

| | | | | | | |
|---|------|-------|------|------|--------|------|
| Work Balance | Life | 1.090 | .070 | .913 | 15.475 | .000 |
| b. Dependent Variabel Kinerja Karyawan | | | | | | |

Source: Data Processed by Researchers, 2023

Based on Table above, the t-value for the work-life balance variable is 15.475 with a two-way error test of 5%, resulting in $dk = n-2$ ($50 - 2 = 48$) and t-table It can be obtained. 2.021. If t count is greater than t table then there is a significant influence between X and Y, and vice versa if t count is less than t table then there is no significant influence between X and Y. In this case t count 15.475 is greater than t table 2.021. This means that PT Gemilang Mitra Sejahtera has an influence between work life balance and employee performance. successful happy couples. We can also see that the probability value of t, or sig is 0.000, while the significance level α that we have just determined is 0.05. So H_0 is rejected because the sig value of 0.000 is smaller than 0.05. This means that work life balance has a positive effect on the performance of employees of PT Gemilang Mitra Sejahtera.

3.6 F-Test Results (Simultaneous Test)

The F test, also known as the joint significance test, is intended to help people understand work-life balance and the employee performance variables specifically related to it. The F test is useful in determining whether the regression coefficient is equal to zero. The results of data analysis using SPSS version 26.00 are as follows:

Table 4. F-Test (Simultaneous Test)

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 619.779 | 1 | 619.779 | 239.488 | .000 ^b |
| | Residual | 124.221 | 48 | 2.588 | | |
| | Total | 744.000 | 49 | | | |
| a. Dependent Variable Employee Performance | | | | | | |
| b. Predictors: (Constant), Work Life Balance | | | | | | |

Source: Data Processed by Researchers, 2023

Table 4.6.1 shows the F value of 239.488 and Sig value of 0.000. The level of significance is 5%, two-way, $dk = n-k-1$ ($50-2-1 = 47$), resulting in an F table of 3.195. If F count is greater than F table, there is a significant effect of X on Y, and vice versa if F count is smaller than F table, there is no significant effect of X on Y. In this case $F \text{ count} = 239.488 > F \text{ table} = 3.195$. This means that work life balance has a significant positive effect on the performance of employees of PT Gemilang Mitra Sejahtera. Furthermore, if the probability value of F is sig of 0.000 while the preset significance level α is 0.05, then H_0 is rejected because the sig value of 0.000 is smaller than 0.05, namely there is a significant influence of work life balance on employee performance at PT Gemilang Mitra Sejahtera.

3.7 Results of the Coefficient of Determination (R-Square)

The coefficient of determination, the percentage (%) showing the independent and dependent variables is determined by squaring the coefficient of determination. Used to determine the percentage between work-life balance and employee performance.

Table 5. Test Coefficient of Determination (R-Square)

| Model Summary ^b | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .913 ^a | .833 | .830 | 1.609 |
| a. Dependent Variable Employee Performance | | | | |
| b. Predictors: (Constant), Work Life Balance | | | | |

Source: Data Processed by Researchers, 2023

The R-value shown in Table 4.7.1 above is approximately 0.913, or 91.8%. This indicates that a person's job is closely related to his or her ability to achieve a healthy work-life balance. The R-squared value for this

study is 0.83, meaning that the independent variable measuring work-life balance explains 83.3% of the variation in employee productivity. The analysis of this study does not take into account other variables in revealing that the overall percentage is about 16.7%. The R-squared (R²) value or coefficient of determination for this study is 0.830, which explains why 83% of PT Gemilang Mitra Sejahtera employees have work-life balance. 17% can be explained by other factors that are not considered in this study. After that, the standard error of the average estimate of the measurement variable from the predicted value becomes imprecise. Standard deviation is also known as standard error estimation. The estimated standard deviation in this study is 1.609, which is a rather low standard deviation, the better.

The results of this study with an analysis of the correctness of previous theories, views, and studies based on the results of previous studies and the behaviour patterns that should be applied to overcome them. Based on the above work life balance and employee performance survey of PT Gemilang Mitra Sejahtera. T count 15.475 and t table of 2.021 with a significance count of 0.000 smaller than 0.05. This means that H₀ is rejected and H_a is accepted, which indicates a significant partial effect of work life balance on the performance of employees of PT Gemilang Mitra Sejahtera. Work-life balance assesses how far an individual is involved and satisfied with their role between their personal life and work and does not cause conflict between them [22]. This research is in line with the research of Ranti Lukmani, Acep Samsudin, and [23] which concluded that work life balance has a significant positive effect on employee performance.

4. Conclusion

Based on what has been explained previously, researchers found several findings that answer this research question. From there, researchers used simple regression analysis techniques to determine the overall effect of the work life balance variable (X) on the employee performance variable (Y) is 0.830 or 83%, and whether the independent epsilon or not the influence factor (Y) on employee performance but has not been studied is 0.170 or 17%. The work life balance section has a large positive effect on employee performance in the section (t-test). And at the same time (F-test), work life balance has a strong positive influence on the performance of employees of PT. gemilang mitra sejahtera.

Based on the above results, the authors suggest: At PT Gemilang Mitra Sejahtera. What we can suggest for further research is to add variables that are still related to work life balance. It is proposed to provide additional empirical evidence of the proven important role of work-life balance. Performance that is not optimal after the creation of a good work life balance in employees must be assessed as the cause of suboptimal employee performance. When working, of course, we have obligations and responsibilities that must be fulfilled as they should be when deciding to work in a company, of course, we must not forget about personal life, relationships and communication. save, or do this or that hobby. To balance the two, it is best to make a daily plan, complete assigned work on time, record daily tasks. Thus, work life balance will be achieved.

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