

## IMPLEMENTATION OF WORK-LIFE BALANCE POLICY AND ITS IMPACT ON EMPLOYEE LOYALTY AT PLN INDONESIA POWER PANGKALAN SUSU STEAM POWER PLANT

Resi Safitri<sup>1)</sup>, Farida Umi Choiriyah<sup>2)</sup>

<sup>1)</sup>Management Study Program, Universitas Terbuka, Indonesia

<sup>2)</sup>Management Study Program, Universitas Islam Jember, Indonesia

Corresponding author: [resisafitri2@gmail.com](mailto:resisafitri2@gmail.com)

### Abstract

*This study aims to explore the implementation of work-life balance policies and their impact on employee loyalty at the PLN Indonesia Power Pangkalan Susu Steam Power Plant because this institution has unique challenges in implementing work-life balance policies, given the nature of the work that requires full attention, rotating working hours, and sometimes overtime work. The research method used is a qualitative method with a case study approach. Data was collected through in-depth interviews with 12 employees from various divisions who have worked for more than two years at the company. The results of the study indicate that the work-life balance policy at the PIP Pangkalan Susu Steam Power Plant has been implemented, including in the form of annual leave, family leave, and mental well-being support. However, the implementation of this policy still faces challenges, especially for employees in the operational division who work in a shift system with a high workload. The policy that is felt to be less flexible by some employees has an impact on the balance between their work and personal life. From the interview results, it was found that employees who felt that the work-life balance policy was implemented well showed higher loyalty. They felt satisfied and supported by the company, which increased their desire to stay. Conversely, employees who felt that this policy was less relevant considered moving to another company that offered greater flexibility. This study concludes that implementing an effective work-life balance policy can increase employee loyalty. However, companies need to overcome operational barriers and increase flexibility and socialization of welfare programs to support overall employee well-being.*

**Keywords:** employee loyalty, impact, work-life balance policy.

### Introduction

The professionalism of an institution will be seen in human resources that are well managed by considering their important role as professional significance, one of which is maintaining the dignity of employees as human beings so that employees will show optimal performance, this is also called work-life balance (Rahardjo, 2022).

The balance between work and personal life, or better known as work-life balance, has become an important issue in human resource management in various industries, including the power generation sector. The implementation of work-life balance policies is considered to have a significant impact on employee productivity, mental well-being, and loyalty (Harries and Zakiyya, 2024). In the energy sector, especially the PIP Pangkalan Susu PLTU, human resource management is a key factor in maintaining operational stability and service quality, given the nature of the work that requires full attention and often has inflexible working hours.

Conditions and Challenges at PLTU PIP Pangkalan Susu, like most other power plants, require a workforce that is highly dedicated and ready to work in a demanding environment. Intensive work environments, long working hours, and high workloads often cause stress and employee dissatisfaction, which ultimately have a negative impact on loyalty and productivity. Therefore, the implementation of a work-life balance policy is essential to maintain work-life balance, mitigate stress, and increase employee retention (Irma, 2023).

The Importance of Work-life Balance The theory of work-life balance emphasizes that when employees are able to maintain a balance between work and personal life demands, they tend to be more

satisfied with their jobs and more motivated to make positive contributions to the company (Muliawati, 2020). One of the theories underlying the importance of implementing work-life balance is Role Theory, which states that each individual has various roles in life, such as roles in work, family, and community (Cahyadi, 2023). When these roles clash, there will be a conflict that affects the overall well-being of the individual. Therefore, it is necessary to improve employee performance if employees know what is expected of them, when they are allowed to participate in the process of setting these expectations and when they are assessed on their results (Priyono, 2019).

According to research (Marsanda, 2024) shows that employees who successfully maintain a balance between work and personal life tend to have higher levels of job satisfaction, and are better able to cope with stress and challenges in the workplace. This shows that work-life balance is not only related to job satisfaction, but also to the mental and emotional well-being of employees. In the context of the PIP Pangkalan Susu PLTU, this policy can be implemented through flexible working hours, providing adequate leave, and company support for employee welfare through mental and physical health programs. With good policies, employees will feel more appreciated, which in turn increases their loyalty to the company.

The impact of work-life balance on employee loyalty who feel a good balance between work and personal life tend to have a higher commitment to the company and show strong loyalty. This result is in line with research conducted by (Cici Olivia and I Dewa Nyoman Usadha, 2024) which states that worklife balance is one of the factors that has a positive influence on employee performance, where the case study was conducted at PT Taspen Bali. In addition, research conducted by (Irsyad, et al., 2021) also states that employee performance is influenced by work-life balance, but there are several aspects that do not meet the standards, namely Improved effectiveness at Work.

Loyalty is the level of loyalty shown by an employee towards his/her job by showing a sense of belonging, carrying out tasks, work attitude, complying with regulations, and wanting to continue working (Situru, 2021). Employee loyalty is very important for the sustainability of operations at the PIP Pangkalan Susu PLTU, because high loyalty means low employee turnover. This can reduce recruitment and training costs, and increase efficiency in operational processes. Ultimately, employee loyalty contributes to organizational stability and performance quality. Every company needs employee loyalty, but to create employee loyalty, the role of good leaders and managers is needed. Employees who are not loyal to their company can disrupt the company's performance and fail to achieve its targets. Low employee loyalty can also lead to higher absenteeism, lower productivity, and employee disobedience to their leaders (Frendy, 2022). Indicators of employee loyalty consist of compliance with company regulations, responsibility to the company, willingness to cooperate, sense of belonging, interpersonal relationships, and liking for work (Juwita, 2021).

The context of PIP Pangkalan Susu PLTU as part of a strategic industry faces unique challenges in implementing work-life balance policies, given the nature of the work that requires full attention, rotating work hours, and sometimes overtime. However, with the implementation of the right policies, such as flexible work schedules or more humane work scheduling, employee welfare can be improved without sacrificing productivity. This is important because employee welfare directly affects the efficiency, effectiveness, and stability of power plant operations.

## Research Methods

This study uses a qualitative method with a case study approach. According to (Sugiyono, 2019) qualitative research methods are research methods based on philosophy, which are used to research in scientific conditions (experiments) where researchers as instruments, data collection techniques and qualitative analysis emphasize more on meaning. The case study approach was chosen because this study focuses on one company (PLTU PIP Pangkalan Susu) and wants to explore in detail how the work-life balance policy there affects employee loyalty. This study will involve PLTU PIP Pangkalan Susu employees who have experienced the implementation of the work-life balance policy. The selection of participants was carried out by purposive sampling, with the following criteria: employees who have worked at PLTU PIP Pangkalan Susu for at least 2 years and employees who have direct experience with the work-life balance policy at the company. The number of participants can range from 10-15 people, or until they reach saturation point, which is when the information obtained begins to repeat itself and no new information appears. Data was collected through in-depth interviews with employees who met the participant criteria. Additional data in the form of official company policies related to work-life balance, annual reports, and other relevant documents. The data collection technique used was in-depth interviews,

namely using semi-structured interviews with flexible interview guidelines to explore participants' experiences and perceptions of work-life balance policies and their impact on their loyalty. Some of the topics explored include: participants' experiences with work-life balance policies, participants' perceptions of the effectiveness of these policies, the impact of these policies on the balance between their work and personal lives, the influence of these policies on their loyalty and attachment to the company. Then, participant observation by conducting observations in the work environment to get a clearer picture of how this policy is implemented in daily practice and how it affects employee behavior. As well as documentation by collecting relevant company documents such as official policies, reports, and regulations related to worklife balance. The data analysis technique used was thematic analysis to identify the main themes from interviews and other data. The stages in this analysis include: first, reading and understanding data: Interview transcriptions will be read repeatedly to understand the overall content of the interview. Second, coding: Coding important segments of data that are relevant to the implementation of work-life balance and employee loyalty. Third, identify themes based on codes that emerge from the interviews. Fourth, reviewing themes to ensure consistency and relevance. Fourth, interpretation to conclude how work-life balance policies affect employee loyalty.

### Discussion

This study collected data from in-depth interviews with 12 employees of PLTU PIP Pangkalan Susu who have worked for more than two years and have experience with the work-life balance policy in the company. The following are the results of the interviews that provide information related to the research. Researcher:

*"What do you think about the implementation of the work-life balance policy at PLTU PIP Pangkalan Susu? Does the policy have a positive impact on you?"*

Employee A:

*"In general, the company has implemented a work-life balance policy, but I feel that this policy is still difficult to implement for those of us who work in the operational division. As operators, we work in shifts, and sometimes we have to work longer than the scheduled working hours, especially when there are technical problems at the power plant. So, even though there are policies related to leave and flexible working hours, in practice this flexibility is difficult to feel because of the operational burden that must continue to run."* Researcher:

*"How has it affected your personal life? Do you feel like you can maintain a balance between work and life outside of work?"* Employee A: *"Honestly, it's a bit difficult to maintain balance. Sometimes, after work, I feel too tired to spend time with my family. On one hand, I understand that working at a power plant requires high commitment, but on the other hand, I also want to have more time for my family. Sometimes, I feel like I don't have enough time to rest, especially with the night shift."*

Researcher:

*"Do you think this policy affects your loyalty to the company?"*

Employee A:

*"In terms of policy, I am actually satisfied with the company, especially with employee welfare programs such as allowances and counseling. But when it comes to loyalty, honestly I sometimes think about looking for a job with a more flexible schedule. The high workload here often makes me consider other options. If there were policies that paid more attention to work flexibility for a division like ours, maybe I would feel more inclined to stay here longer."* Researcher:

*"What do you think the company could improve regarding work-life balance policies?"* Employee A:

*"I think companies need to better understand the challenges faced by employees in the operational division. Work-life balance policies should be more flexible to suit our needs. Maybe a more balanced rotation system can be created, or provide more adequate rest time after long shifts. Also, counseling and mental support programs are actually good, but not many people know how to use them."*

From this interview, it is clear that the work-life balance policy at PLTU PIP Pangkalan Susu has been generally implemented, but is less flexible for employees in the operational division who work shifts. This has an impact on the work-life balance felt by employees, especially related to fatigue and family time. Although employees appreciate the company's welfare policy, they feel that further adjustments are

needed to make this policy more relevant to employees with high workloads, which ultimately also affects their loyalty to the company.

In addition, below is a description of the research findings obtained related to the implementation of the work-life balance policy at the PIP Pangkalan Susu PLTU.

#### 1. Implementation of Work-Life Balance Policy

From the interviews conducted, most employees stated that PLTU PIP Pangkalan Susu has implemented several policies that support work-life balance, including the following:

##### a. Annual leave and family leave

Employees are entitled to annual leave and also special leave for family purposes. However, some employees stated that the implementation of leave is often disrupted by the company's operational demands, especially during peak workload periods.

##### b. Flexible working hours

Most employees mentioned that working hours at the PLTU are relatively rigid due to the critical nature of the company's operations. However, there are efforts to provide some flexibility, especially for employees who have urgent needs or family conditions that require special attention. c. Mental wellbeing support

The company provides access to counseling and psychological support programs for employees who feel stressed or burdened by work responsibilities. However, these programs have not been optimally utilized by most employees, mainly due to a lack of information on how to use them.

#### 2. The Impact of Work-Life Balance Policy on Employee Loyalty

Based on the interview results, the work-life balance policy implemented at PLTU PIP Pangkalan Susu has various impacts on employee loyalty. There are three main themes that emerge related to these impacts:

##### a. Employee Satisfaction

Employees who feel that work-life balance policies are implemented well show higher levels of job satisfaction. They feel appreciated and cared for by the company. This is reflected in employee statements stating that they feel more motivated to give their best for the company because their personal needs are also taken care of.

##### b. Commitment to the Company

Some employees mentioned that the company's support in maintaining a balance between work and personal life has increased their commitment to stay at the company. They feel that this policy helps them maintain their mental and physical health, which has a positive impact on long-term performance. However, there are also employees who feel that the work-life balance policy is not flexible enough and has an impact on their commitment. They stated that the high workload sometimes makes the policy less effective.

##### c. Desire to Stay in the Company

The majority of employees who felt the benefits of this policy stated that they have a desire to stay longer in the company. They consider PLTU PIP Pangkalan Susu as a workplace that cares about employee welfare, especially in terms of work-life balance. However, some employees with high workloads and limited flexibility stated that they are considering looking for other jobs that provide more freedom in setting working hours.

#### 3. Barriers to Implementing Work-Life Balance Policies

Although this policy is appreciated, there are several obstacles found in its implementation as follows.

##### a. Limitations on Operations

Employees in the operational division of the Pangkalan Susu PIP PLTU feel that flexibility in working hours is almost impossible to implement because of the nature of the work which is very dependent on time and roles that must be carried out continuously.

##### b. Lack of Program Socialization

Some employees feel they are not well informed about the policies available regarding work-life balance, especially counseling and mental support programs. This causes some employees not to take advantage of programs that could actually help them.

From the research results, it can be seen that the implementation of work-life balance policy at PLTU PIP Pangkalan Susu has a significant impact on employee loyalty, but the impact varies depending on the perception and condition of individual employees. This discussion is divided into several important points:

1. Work-life balance as a Key Factor of Loyalty

This study supports the theory that work-life balance is one of the main factors that can increase employee loyalty. Employees who feel they have better control over their work-life balance show higher levels of loyalty. This is in line with previous studies that show that work-life balance has a positive effect on employee motivation and engagement. However, the implementation of an effective work-life balance policy requires stronger support from the company's operational side, especially for employees in the production or operational lines who have limited flexibility in working hours.

2. The Role of Work-life Balance in Job Satisfaction and Employee Retention

Work-life balance plays a vital role in building employee loyalty as work-life balance contributes to employee satisfaction, engagement and commitment to the company. Here are some of the key roles of Work-Life Balance in influencing employee loyalty:

a. Reduce stress and boredom

A good Work-Life Balance policy allows employees to manage their time and energy more balanced. By reducing stress and burnout due to excessive workload, employees feel more comfortable and tend to be more loyal to the company.

b. Increase job satisfaction

Employees who have a good work-life balance are generally more satisfied with their jobs. This satisfaction contributes to loyalty, as satisfied employees are less likely to look for opportunities at other companies.

c. Building emotional commitment

Employees who feel that the company cares about their well-being are more emotionally engaged. Work-life balance policies that support employees' personal needs can increase their emotional commitment, which is an important basis for loyalty.

d. Increase productivity

With a well-maintained Work-Life Balance, employees have more energy and motivation, which increases their work productivity. Employees who are productive and personally supported usually feel more appreciated, and this increases their loyalty to the company.

e. Reduce turnover and absenteeism

Employees with good work-life balance tend to have lower turnover and absenteeism rates. When employees feel that the company supports their work-life balance, they are more likely to stay with the company in the long term.

3. Barriers and Challenges in Implementing Work-Life Balance

Although the work-life balance policy at PLTU PIP Pangkalan Susu already exists, the main challenge lies in its implementation, especially for employees who work in divisions with high operational demands. Employees in these divisions often feel that flexibility in work is impossible to implement, which can reduce the effectiveness of the policy. Lack of policy socialization and lack of utilization of mental well-being support programs are also inhibiting factors. The company needs to ensure that all employees understand the existing policies well and feel supported to utilize them.

## Conclusion

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. Implementation of work-life balance policy at PLTU PIP Pangkalan Susu. PLTU PIP Pangkalan Susu has implemented various work-life balance policies, such as annual leave, family leave, mental well-being programs, and flexible working hours under certain conditions. However, the implementation of this policy is not evenly distributed, especially in operational divisions that work with a shift system and have higher work demands. In this division, the work-life balance policy is felt to be less flexible and difficult to implement due to limitations caused by the continuous nature of the work.
2. The impact of work-life balance policies on employee loyalty. Work-life balance policies have a significant impact on employee loyalty. Employees who feel that this policy is implemented well tend to have higher levels of loyalty. They feel appreciated and supported by the company, so they are more committed to staying. However, for employees who feel that this policy is less relevant, especially in the operational division, their loyalty tends to decrease. Employees in this division show a desire to find other jobs that offer a better work-life balance.
3. Challenges in implementing work-life balance policies. The biggest obstacle in implementing work-life balance policies is operational demands that require employees to work in shifts with workloads that

- are often unpredictable. In addition, the lack of socialization and utilization of welfare programs, such as mental counseling, makes this policy less than optimal in helping employees maintain a balance between their work and personal lives.
4. Impact on job satisfaction and employee retention. Work-life balance policies play a role in increasing job satisfaction, which ultimately affects employee retention. Employees who feel the benefits of this policy tend to be more satisfied with their jobs and have a greater desire to stay at the company. Conversely, employees who feel this policy does not suit their working conditions consider moving to another company that offers greater flexibility.

To improve employee loyalty through work-life balance policies, companies need to increase the flexibility of working hours, especially in operational divisions, by considering the specific conditions of employees who work in shifts, optimize socialization and access to welfare programs, including mental counseling, so that employees can make better use of them, conduct regular evaluations of work-life balance policies to ensure their relevance and effectiveness in all divisions, especially in areas with high operational demands, and with improvements in the implementation of work-life balance policies, employee loyalty can be improved, which will ultimately support the company's overall performance and sustainability.

### References

- Cahyadi, N., S ST, MM, Joko Sabtohadhi, SE, Alkadrie, SA, SE, M., Megawati, SP, ... & Lay, ASY (2023). *Human resource management*. Batam: CV Rey Media Grafika.
- Irsyad, F., Hendriani, S., & Putro, S. (2021). Analysis of the influence of organizational culture, leadership and work life balance on employee performance at the Riau Province Representative Office of Bank Indonesia. *Tambusai Journal of Education*, 5(3), 10992-11000.
- Juwita, Kristin and Umu Khalimah. (2021). *Basic Concepts of Building Employee Loyalty*. Malang: Literasi Nusantara Abadi.
- Madiistriyatno, Harries and Zakiyya Tunnufus. (2024). *Human Resource Management: Managing Individual Potential in Companies*. Jakarta: Indigo Media.
- Marsanda, H. (2024). Analysis of the Influence of Work Life Balance on Job Satisfaction of Employees at Second Space Coffee Shop. *Journal of Islamic Business Management Kyai Haji Ahmad Syairazi*, 1(1), 20-28.
- Muliawati, TFA (2020). The Role of Work-Life Balance and Job Satisfaction on Millennial Employee Performance: A Literature Study. *Journal of Management Science (JIM)*, 8(3), 606-619.
- Olivia, C., & Usadha, IDN (2024). Analysis of the Influence of Work Life Balance and Compensation Policies on Employee Performance at PT Taspen Bali. *Journal of Economics, Management and Accounting*, 2(12), 868-874.
- Priyono. (2019). *Human Resource Management*. Surabaya: Zifatama Publisher.
- Rahardjo, Daniel Adi Setya. (2022). *Human Resource Management*. Semarang: Stekom University.
- Situru, J.B. (2021). The Influence of Work Life Balance and Work Engagement on Employee Loyalty at PT Albasia Bhumiphala Persada Temanggung (Doctoral dissertation).
- Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: CV. Alfabeta.
- Wibowo, F., Setiyanto, S., & Bahtiar, H. (2022). The influence of leadership style, employee loyalty on employee performance. *Journal of Management and Digital Business*, 2(3), 128–138.
- Yuliani, Irma. (2023). *Human Resource Management*. Depok: Rajawali Pers.