

## IMPLEMENTATION OF WORK-LIFE BALANCE IN IMPROVING EMPLOYEE PERFORMANCE IN THE KPP PRATAMA KUPANG 2024

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### Abstract

*Work Life Balance is a concept that aims to create a balance between the personal and professional lives of employees. Work Life Balance is key to creating more meaningful lives and sustainable productivity for both individuals and organizations. This research aims to answer various important questions related to the application of Work Life Balance in the workplace and its impact on the organization. This method uses a qualitative research method, with an interview approach to several employees at KPP Pratama Kupang. The results show that the implementation of the policy Work Life Balance have a significant positive relationship with employee performance. Employees who feel that they can manage their time well between work and life tend to have higher levels of job satisfaction, greater morale, and more optimal task completion abilities. This shows that the better the policy Work Life Balance implemented, the higher the level of employee productivity.*

**Keywords :** *Work Life Balance, Effectiveness, Individual and Organization*

### INTRODUCTION

The balance between work life and personal life (*Work Life Balance*) is one of the main issues in human resource management in the modern era. In an increasingly dynamic and competitive world of work, the balance between personal life and work is an increasingly important issue to pay attention to. Changes in work patterns, increasing work pressure, and the need for individuals to fulfill personal and professional responsibilities in a balanced manner make *Work-Life Balance* an urgent need. The concept of *Work Life Balance* emerged as a solution to overcome the challenges faced by employees in managing work demands and personal needs. This balance not only has an impact on the well-being of individuals, but also has direct implications for organizational productivity and performance. The implementation of *Work Life Balance* is becoming increasingly relevant in the midst of technological developments and changes in modern work patterns. Employees who are able to maintain a balance between work and personal life tend to have higher levels of job satisfaction, better motivation, and a lower risk of burnout, and vice versa.

KPP Pratama Kupang is one of the government agencies under the auspices of the Ministry of Finance of the Republic of Indonesia. As one of the government agencies that has a work system with the obligation to rotate employees within a certain period of time, it also participates in implementing the *Work Life Balance* policy in order to increase productivity, job satisfaction, and employee loyalty. However, in the implementation itself, there are still sometimes various obstacles/obstacles, such as organizational culture resistance, lack of support from management, and diverse employee needs. This research aims to: 1. Analyze the effect of the implementation of the *Work Life Balance* strategy on employee performance. 2. Identify the factors that affect success and evaluate the challenges of implementing *Work Life Balance* in the organization. 3. Measure the impact of *Work-Life Balance* on employee job satisfaction, motivation, and psychological aspects.

This research is expected to provide benefits both practically and theoretically, including: 1. Practical benefits by providing recommendations for companies in designing and implementing effective *Work Life Balance* policies to improve employee productivity and welfare; 2. Theoretical benefits by enriching the literature on *Work Life Balance management* and providing a new perspective on implementation strategies and their impact on organizational performance. 3. Social benefits by raising awareness about the importance of work-life balance to create a harmonious work environment and support employee well-being.

Various researchers have identified that the implementation of a good *Work-Life Balance* can have a positive impact not only on the well-being of individuals, but also on overall employee productivity and performance. According to Greenhaun et al. (2011), work-life balance is directly correlated with employee productivity and mental health. Greenhaus et al. (2011) explained that *Work-Life Balance* includes balance in three main aspects, namely time, engagement, and satisfaction. Time balance refers to a proportional allocation of time between work and personal life, while the balance of involvement and satisfaction emphasizes more on the quality and perception of the role undertaken. Clark (2000) developed the *Work/Family Border theory*, which states that individuals need to create clear boundaries between work roles and personal lives in order to live the two in harmony.

In organizations/agencies, policies that support this balance, such as flexibility in working hours, and remote work are the main keys. In addition, Maslach et al. (2001) found that the implementation of *Work Life Balance* can reduce the risk of burnout, which is often the cause of decreased employee performance. In addition, research from Haar et al. (2014) shows that a good *Work-Life Balance* can reduce turnover rates and increase employee retention through increased job satisfaction. Organizational support for *Work-Life Balance*, as explained by Baral et al. (2010), also contributes to increasing employee loyalty to the company. Their research shows that employees who feel supported in maintaining a worklife balance tend to be more productive and have a higher commitment to their work. Parker et al. (2019) highlighted that the success of the implementation of *Work Life Balance* is influenced by organizational culture, flexibility policies, and managerial support. However, the implementation of *Work-Life Balance* still faces challenges, such as the diverse needs of each individual and structural barriers in organization (Clark, 2000). Based on this theoretical foundation, this study will expand the analysis related to the impact of *Work*

*Life Balance* by focusing on the challenges and opportunities for its implementation in various organizational contexts.

## METHOD

The method in this scientific paper uses a qualitative research method, which is a method that describes a phenomenon or event in real life based on the conditions and circumstances in the research site. There are two methods used to collect data to support the writing of this scientific paper, namely: 1. Wealth method, this method is a method to collect data carried out by the author by reading, studying and understanding a number of literature, books, regulations and other documents that are the basis of the theory of the problem to be discussed, and 2. Interview Methods, this method is a method to collect data carried out by the author directly by asking several questions to employees at the research site who are responsible for the problem that the author researches.

The location used by the researcher is at the Kupang Pratama Tax Service Office which is located at Jalan Palapa No. 08, Oebobo, Kupang City. In accordance with the method used by the researcher, namely the qualitative research method, the researcher will describe, describe and analyze the situation in the Kupang Pratama Tax Service Office related to the application of *the concept of Work Life Balance* in the implementation of work so that a conclusion will be produced that is valid, in-depth, and relevant to the conditions of modern organizations. From a total of 98 employees at KPP Pratama Kupang, the researcher took a sample of 5 people with various criteria such as gender, age, origin of domicile where the family is located, and status with the following data:

**Table 1.**

No	Name	Age	As long as
1	Yunita Dian	31 Years	Kupang City, NTT
2	Dicky Daniel B.	35 Years	South Central Timor Regency, NTT
3	Agil Zazuli	24 Years	Ngawi Regency, East Java
4	Michael I. A	40 Years	Jambi City, South Sumatra
5	Veronika V	45 Years	Maumere NTT

## RESULTS AND DISCUSSION

The results show that the implementation of *the Work Life Balance* policy has a significant positive relationship with employee performance. This shows that the better the *Work Life Balance policy* is implemented, the higher the level of employee productivity. Respondents stated that

flexibility in working hours and work policies are the main factors that increase work focus and efficiency. These results are consistent with the research of Haar et al. (2014), which stated that *an effective Work-Life Balance* can improve work performance by creating a work environment that supports personal and professional balance. Flexibility in working hours can provide opportunities for employees to be able to adjust their working hours to their personal needs. Meanwhile, with the working hour policy, the agency not only focuses on the traditional working hours, which are 8 hours, but also the work results and life balance of its employees. In addition to increasing work focus, flexibility in working hours and work policies can also improve work efficiency. Flexibility in working hours and work policies gives employees more control over when and how they work. By reducing stress, facilitating life balance, and respecting individual needs, the implementation of *Work Life Balance* also creates a healthier and more productive work environment.

From the results of interviews with 5 employees as a research sample, it was found that the success of the implementation of *Work Life Balance* was influenced by two main factors, namely internal factors that came from within the agency and external factors that were influenced by the external environment of the agency.

#### **Internal Factors**

These factors include several elements derived from the organization's policies and work culture, as well as managerial support for employees. Based on the results of the interview, the following aspects determine the success of *Work Life Balance*:

a) Top Management and Employer Support

Most respondents highlighted the importance of the role of superiors in the successful implementation of *Work Life Balance*. Employees feel more comfortable and motivated if their employer provides flexibility in getting work done, such as tolerating delays caused by family needs, or allowing remote work in certain situations. Moral support and open communication from superiors are also considered to help employees in overcoming work pressure.

b) Work Flexibility Policy

Interviews show that working hours flexibility policies, such as the option to work from home or adjustable working hour arrangements, are a highly valued factor by employees. This policy allows them to meet their personal needs without reducing work productivity.

c) Employee Support Facilities

Some respondents emphasized the importance of supporting facilities provided by institutions, such as:

- A comfortable and adequate lactation room so that workers who have breastfed babies do not need to feel pressured to balance the needs of work and motherhood.
- Health clinics as quick access to health services for employees in the workplace so as to provide a sense of security, especially in the face of emergencies.
- Sports facilities such as sports fields (futsal/volleyball courts, and so on) to help employees maintain physical and mental health as well as a means of relaxation and distribution of hobbies.

#### **External Factors**

External factors are elements that are beyond the company's direct control, but have a significant impact on the successful implementation of *Work Life Balance*. Based on the interview, external factors include:

a) Government Regulations

Respondents noted that government regulations that support work flexibility, such as maternity leave policies, permits for childcare, or regulations that encourage a reduction in overtime hours, are helpful in creating a balance between work and personal life. This regulation provides a legal basis for employees to demand their rights without fear of losing their jobs.

b) Local Culture

The normalization of local culture was also mentioned by the respondents as an important factor. In an environment with a work culture that tends to support life balance, such as valuing family time and supporting activities outside of work, employees feel more supported to balance their roles. On the other hand, in a culture that emphasizes overwork or long working hours, the implementation of *Work Life Balance* becomes more difficult even though the company has provided supporting facilities.

This finding supports the results of the research of Greenhaus et al. (2011), which stated that the success of *Work Life Balance* requires organizational commitment and structural support. The organization's commitment creates an environment that supports the balance between work and personal life of employees through a supportive work culture, caring leadership, and transparent communication from management regarding the importance of *Work-Life Balance* and supporting employees in achieving it. An effective Work Life Balance is not only about the well-being of the individual, but also contributes to the long-term success of the agency through increased productivity, loyalty, and company reputation.

As many as 80% of respondents stated that *Work Life Balance* increased their job satisfaction and 75% reported increased motivation. Data analysis shows that the policy *Work Life Balance* contributes to the emotional balance of employees and reduces the level of stress at work. These results reinforce the study of Parker et al. (2019) which found that the balance between work and personal life directly affects the psychological aspects of employees, such as satisfaction and motivation. The satisfaction experienced by employees is closely related to the employee's ability to balance the demands of work and personal life. *Work Life Balance* which effectively contributes to various positive psychological aspects, such as stress reduction, increased organizational commitment, and better mental well-being. Work-life and personal balance is a key element that supports employees' psychological health. Satisfaction and motivation due to the existence of *Work Life Balance* Not only does it provide benefits for employees in aspects of life, but also has a positive impact on the performance and success of the agency as a whole. Organizations that implement the concept of *Work Life Balance* will well enjoy the results in the form of a happier, motivated, and productive workforce.

There are several challenges in implementing Work Life Balance, including: 1. Resistance to a work culture that tends to prioritize long working hours and high workloads as performance indicators. 2. Lack of managerial awareness about the importance of Work-Life Balance. 3. Technology barriers in the form of network access that are not ready to support employee flexibility. This finding is in line with a study by Clark (2000), which highlights the importance of paradigm change in organizational culture for the success of *Work-Life Balance*. The balance between work and personal life not only depends on individual effort, but it must also be supported by a work structure and culture that accommodates the needs of employees holistically. Agencies need to change the paradigm from a traditional approach to a more humane approach, such as more flexible working hours, excessive internal competition to collaboration to create a healthy work environment. The old work-only paradigm needs to be replaced with an approach that supports work-life balance. By creating a flexible, inclusive, and supportive culture, agencies not only improve employee well-being, but also reap long-term benefits in the form of higher productivity, greater loyalty, and a better reputation.

The results of the study also show that the need for *Work Life Balance* Each individual varies depending on age, status, lifestyle, and family responsibilities. Employees with young age tend to prioritize free time for self-development, while employees who are married and have family dependents prefer flexible working hours so that attention to family is maintained. This supports research that emphasizes the importance of a personalization approach in policy *Work Life Balance* to accommodate diverse needs (Kossek et al. 2011). Policy *Work Life Balance* It is applied by adjusting individual needs based on various factors such as family roles, life stages, type of work, and personal preferences. The results of the study also showed that 90% of the respondents interviewed were satisfied with the policy *Work Life Balance* This study is in line with the findings of Allen et al. (2013), which stated that work-life balance significantly reduces turnover rates by increasing employee loyalty. Some of the causes of turnover are job dissatisfaction, lack of opportunities to develop, or excessive stress. One of the main influencing factors is the balance between work and personal life. Employees who feel supported in achieving balance will tend to feel more satisfied, motivated and more loyal to the agency. Policy implementation *Work Life Balance* Effective is critical to the agency's long-term success in retaining qualified employees.

This study shows that the policy *Work Life Balance* not only contributes to employee productivity but also creates a work environment that supports the well-being of individuals. Successful policy implementation relies on management commitment, facility support, and the ability to tailor policies to each individual's unique needs. However, work culture challenges and technological limitations can hinder the success of these policies. Organizations need to take a holistic approach by involving management, government policies, and infrastructure development to support Work-Life Balance. In conclusion, the implementation of the strategy *Work Life Balance* Effective can

be a powerful tool for organizations to improve employee performance while creating a more inclusive and flexible work culture. This research provides important insights for agencies to design relevant and sustainable policies.

## CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the implementation of the *Work Life Balance* policy has a significant impact on employee performance and individual welfare. Based on the results of the study, the researcher concluded several things as follows: 1.The implementation of effective *Work Life Balance* policies such as flexible working hours and remote work has a significant positive relationship with increasing employee productivity. This shows that a balance between work and personal life contributes directly to better performance. 2.Internal factors such as top management support and supporting facilities as well as external factors such as government regulations and cultural norms are the main determinants of the success of the Work Life Balance policy. 3.The Work Life Balance *policy* has been proven to increase job satisfaction and employee motivation by reducing stress levels and improving emotional balance. This shows the importance of *Work-Life Balance* in supporting the psychological well-being of employees. 4.The main obstacles in implementing *Work-Life Balance* include resistance to cultural changes, lack of managerial awareness, and technological limitations. 5.Employees' needs for a *Work Life Balance* policy vary depending on age, relationship status and family responsibilities, and lifestyle. Therefore, a personalization approach in a *Work Life Balance* policy is needed to accommodate diverse needs. 6. Satisfaction with the *Work Life Balance* policy significantly lowers turnover rates and increases employee retention. This shows that *Work Life Balance* can be an effective strategy to create employee loyalty.

This study shows that the better the *Work Life Balance* policy is implemented, the higher the level of productivity and job satisfaction of employees. Flexibility of working hours and work policies that support a balance between personal and professional life are the main factors that increase work focus and efficiency, which in turn contributes to improved performance. This study also found that management support and supporting facilities play a very important role in the successful implementation of the Work Life Balance policy. In addition, the *Work Life Balance* policy has proven to have a positive effect on job satisfaction and employee motivation, as well as reducing stress and burnout levels. The study also reveals that the personalization approach in WLB's policies is essential to accommodate the diverse needs of employees, according to age, status, lifestyle, and family responsibilities. A well-implemented Work Life Balance *policy* not only has a positive impact on employee productivity and loyalty, but also creates a more inclusive, healthy, and productive work environment.

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