Jurnal Ilmu Manajemen Advantage

E-ISSN : 2597-8888, P-ISSN : 2598-1072
Available online at:
https://ejournal.itbwigalumajang.ac.id/index.php/adv

Optimizing Digital HR to Improve Employee Work-Life Balance and Productivity

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ARTICLE INFO

Date of entry:
25 Oct 2025
Revision Date:
11 November 2025
Date Received:
01 December 2025

ABSTRACT

This research aims to analyze the extent to which Digital HR optimization contributes to improving employee work-life balance and productivity and to identify the mediating role of work-life balance in the relationship between Digital HR and employee productivity. Using a descriptive qualitative approach, the study reviews relevant scientific literature, journal articles, and prior research to identify patterns, relationships, and best practices in Digital HR implementation across various organizations. The results indicate that digital technology in HR management can help employees better manage their work time and personal lives, thereby improving work-life balance and employee productivity.

Keywords: Digital HR Optimization, Work-Life Balance, Employee Productivity.

Cite this as: Yatminiwati, M., & Hidayat, Z. (2025). Optimizing Digital HR to Improve Employee Work-Life Balance and Productivity. *Jurnal Ilmu Manajemen Advantage*, *9*(2), 195–203. https://doi.org/10.30741/adv.v9i2.1770

INTRODUCTION

Human resource management is one of the most vital aspects in maintaining employee productivity and Well-being in an organization. One of the main focuses of human resource management is increasing employee motivation, as highly motivated employees tend to work more effectively, innovatively, and productively. One way to increase work motivation is through a reward system. Human resource management (HRM) is a field of knowledge and practice that focuses on effectively and efficiently leveraging human resources to achieve organizational goals. As times change, the complexity of managing human resources increases, presenting greater challenges for leaders and managers. In this context, a deep understanding and diverse insights are needed to manage human resources optimally. One important aspect of managing human resources is recognizing that they are not just labor to be directed to carry out tasks, but also individuals with different needs, motivations, and potentials. Therefore, HRM must manage this variation wisely, from recruitment, training, and development to performance evaluation and rewards. In addition, global changes in the business environment, such as rapidly advancing technology, evolving market demands, and volatile economic dynamics, also affect how we manage human resources. This requires HR to continue to follow the latest developments and use the right strategy to ensure that the organization remains competitive and able to achieve its goals. Thus, managing human resources is not just about administrative and internal policy settings, but also involves a deep understanding of individuals, market dynamics, technology, and the business environment as a whole. Only with a holistic, strategic approach can HRM contribute significantly to the organization's success and growth (Qutni et al., 2021). To compete globally, human resource management (HRM) must be strengthened to

develop the capabilities that keep it focused on achieving goals. These characteristics can drive creativity in finding solutions and optimizing individual potential. This concept is known as employee performance, a crucial factor that can significantly impact productivity and organizational success in achieving goals (Handinata & Tjhajafi, 2021). In an effort to achieve organizational goals, both short-term and long-term, individuals and groups within the organization need to have a positive attitude, including enthusiasm, passion, perseverance, consistency, and high resilience. Conversely, organizations with less optimal HRM capacity will experience obstacles in achieving their goals. Therefore, human resource development becomes an essential aspect in the context of global competition (Rusman, 2022).

A company's success is determined by various factors, with human resources among the most critical. Human resources play a central role in every stage of organizational activity—from planning to evaluation—by effectively managing and utilizing other available resources. Consequently, the quality of human resources, particularly employees, significantly influences an organization's overall operational success. However, in practice, many companies still overlook the vital role human resources play in ensuring the organization's sustainability and long-term growth. Human resources are still considered a production factor rather than a company asset. However, basically, to face rapid technological developments, quality human resources will be a strength for the company to survive and compete. Human resources plays a strategic role in determining an organization's future. Quality employees are related to supporting the achievement of organizational goals. High employee competence reflects an organization's quality, so it is essential to improve employee competence to support employee performance and achieve organizational goals. Effective performance in an organization can be driven by good work motivation. High work motivation will boost employee morale, ultimately affecting performance. A conducive work environment will impact employees' personal lives. Employees who feel comfortable and not stressed will achieve high levels of work. It is hoped that if the elements of competence, motivation, and work environment are well considered in an organization, it will produce good employee performance.

In today's globalization era, companies face increasingly intense, complex, tight, and dynamic competition. This competition encourages companies to improve their effectiveness and efficiency in managing products and services to compete effectively with other companies. In addition, this era of globalization demands rapid change, leading to shifts in complex thinking across various fields. This encourages companies to gain a competitive advantage and win against competitors. This encouragement also encourages managers to continue improving their performance, including by controlling and managing the activities and resources they own. The success of a company can be seen in the effective management of human resources, reflected in productivity both individually and in teams (Iskandar, 2018). Human resource management (HRM) plays a vital role in improving the Well-being of life and work in the organization. HRM is responsible for managing human resources effectively to improve productivity, motivation, and employee job satisfaction. Employee Well-being is one of the most important factors in improving productivity and organizational competitive advantage. However, many organizations have not prioritized employee Well-being. Therefore, human resource management (HRM) plays a crucial role in improving employee Well-being. Human Resource Management plays a vital role in improving employee Well-being. Some roles of Human Resource Management in improving Wellbeing include: Developing Employees: Human Resource Management can develop employees through training, education, and promotion, enabling them to improve their abilities and knowledge. Improving Compensation and Rewards: Human Resource Management can enhance employee compensation and rewards to make employees feel valued and recognized. Creating a Healthy Work Environment: Human Resource Management can foster a safe, healthy environment so employees feel comfortable and secure in their work. Improving Communication: Human Resource Management can improve communication between employees and management, so that employees feel heard and recognized.

Productivity is a concept that describes the relationship between output and the resources used, such as labor, capital, and land. This concept reflects the level of efficiency of a process in producing

output by utilizing available inputs. In this case, the higher the productivity, the more efficient the process in converting inputs into outputs (Panjaitan, 2018). (Djuwita, 2011) states that work productivity describes how effectively labor achieves desired work results in an organization. This involves evaluating the output produced by labor compared to their contribution to achieving organizational goals. The intended work results are not limited to material achievements, such as producing goods, but also include non-material achievements, such as innovation, service quality, and customer satisfaction. (Purnami & Utama, n.d.) state that employee work productivity is the ability to improve work results and complete specific tasks according to established standards. This reflects the efficiency and effectiveness of individuals in carrying out their work. High productivity indicates that employees not only complete tasks well but also do so with minimal time and resources.

Factors that affect employee work productivity include skills and competence, motivation, work environment, and time management. To improve work productivity, it is important to focus on key aspects. A positive mental attitude among employees is the primary foundation that must be built, as motivation and high spirits can encourage them to work more effectively. In addition, it is important to use effective, efficient work methods and achieve satisfying results. Work productivity can be evaluated using criteria such as work spirit, work methods, and results. Various factors can affect productivity, including employee discipline in carrying out tasks, effective management in organizing and directing resources, and the use of appropriate technology to support the work process (Wahyuningsih, 2018). In the era of Industry 4.0, technology has an important role in improving employee productivity and organizational performance, especially in the manufacturing industry sector. The application of technology is an essential aspect for organizations to implement changes and achieve a more efficient, adequate level of work. Technology can be utilized to improve employee productivity. For example, using software or applications to handle administrative tasks or project management can help employees use time and resources optimally. In addition, technology also provides opportunities to improve flexibility and accessibility in the workplace. With technological advances, employees can work remotely or perform tasks outside the office (Wahyudi, 2023). Digital transformation in human resource management (HRM) has become an important need for modern organizations. Digital Human Resource (Digital HR) is the integration of digital technology in HR functions such as recruitment, training, performance evaluation, and time management.

The implementation of Digital HR not only aims to improve operational efficiency but also to create a flexible, adaptive work system. On the other hand, the issue of work-life balance is becoming increasingly crucial, especially amid the growing demands of work and post-pandemic changes in work patterns. Employees who lack a balance between work and personal life tend to experience stress, fatigue, and decreased productivity. The development of information technology has driven significant changes in human resource management (HRM). One important transformation is the adoption of Digital Human Resource (Digital HR), which leverages digital technology to perform HR functions such as recruitment, training, performance evaluation, and time management. (Bondarouk & Ruel 2009) state that Digital HR aims to create strategic value by improving the efficiency and quality of HR services through technology. On the other hand, work-life balance is a significant concern in modern work. Employees who lack a balance between work demands and personal life tend to experience decreased performance, stress, and burnout. (Greenhaus & Allen, 2011) State that work-life balance is essential in creating job satisfaction and improving long-term productivity. In the era of flexible and hybrid work, the application of Digital HR has excellent potential to facilitate this balance, for example, through online attendance tracking, automated leave request systems, or flexible work hours. Further, Robbins (s.sp, 2017) emphasizes that employee productivity is greatly influenced by a work system that supports efficiency and motivation. Digital HR not only simplifies administrative processes but also enables performance monitoring and provides faster, more accurate feedback, thereby supporting increased productivity. Digital HR is the evolution of traditional HR functions (such as recruitment, training, and performance evaluation) into digital-based functions, aligned with the goals of HRM, according to Hasibuan (2013).

E-ISSN : 2597-8888, P-ISSN : 2598-1072
Available online at:
https://ejournal.itbwigalumajang.ac.id/index.php/adv

However, many organizations have not yet fully optimized HR technology to support work-life balance and performance improvement. Therefore, this research is important to examine how the optimization of Digital HR can improve work-life balance and employee productivity in an integrated manner. Based on the background above, the researcher is interested in optimizing digital HR to improve work-life balance and Employee Productivity.

METHODS

The writing method in this scientific work uses a qualitative approach and literature study or Library Research. This research processes and analyzes various reference sources, including books, articles, journals, and online sources, especially those related to Digital HR and improving work-life balance and Employee Productivity. The references used in this research are cited through various platforms, including Mendeley, Google Scholar, ResearchGate, and other sources (Glotzbach & Januszyk, 2011). In qualitative research, the literature review is systematically and consistently conducted while considering methodological assumptions. The qualitative method used follows an inductive scheme to facilitate the researcher in answering the existing problem formulation. This research is exploratory, which will be described in detail in certain parts as the basis for formulating hypotheses. This research uses a literature review to examine and analyze various knowledge, ideas, or findings from the academic literature to formulate theoretical and methodological contributions to the topic under discussion. By conducting a theoretical analysis and discussion of the previously explained relationships, a model, the Conceptual Framework, can be developed. This concept helps describe the core of the research's line of thought and clarifies the relationships among the variables. The Conceptual Framework also helps formulate temporary hypotheses regarding the problems discussed and facilitates readers' understanding of the research context.

RESULTS AND DISCUSSION

The Role of Digital HR in Supporting Employee Work-Life Balance

The findings and discussion from this literature review highlight significant results drawn from previous studies, particularly the identification of main themes associated with the research topic. These results offer meaningful insights that enhance the understanding of the subject and serve as a foundation for future studies aimed at advancing both theoretical knowledge and practical implementation. Digital HR refers to the transformation of human resource management practices through the integration and utilization of digital technologies. This includes the use of systems such as Human Resource Information System (HRIS), digital attendance applications, e-recruitment, e-learning-based training, and real-time performance monitoring (Bondarouk & Ruel, 2009). Digital HR aims to increase the efficiency and effectiveness of HR management and create strategic value for the organization. Technology enables HR services to be more responsive, flexible, and data-driven, thereby adapting to the demands of the modern workplace (Hasibuan, 2013). Human resource management is the science and art of managing relationships and the role of labor to be effective and efficient in helping achieve company, employee, and community goals.

Work-life balance is a state in which individuals can harmoniously balance work and personal life. (Hasibuan, 2013) States that several factors can affect work-life balance, including: workload, work flexibility, family support, and individual priorities. Human resources have an important influence on every organization and company. (Dixon, 2017) states that several main factors affect work-life balance, including time and energy, work flexibility, organizational support, roles and responsibilities, technology and connectivity, Well-being and health, social support, and individual values and priorities. Digital HR plays an important role in creating a work ecosystem that supports

work-life balance through system efficiency, flexibility, and attention to employee Well-being. This is in line with the opinions of experts below:

1. Reducing Stress and Fatigue With effective work-life balance policies, employees can reduce stress and fatigue, thus improving performance and job satisfaction (Utoyo, 2020).
2. Increasing Productivity Digital HR can help employees manage time and work more effectively, thus increasing productivity and performance (Witriani et al., 2022).
3. Supporting Work-Life Balance Digital HR can help employees achieve a balance between work and personal life, thus increasing job satisfaction and performance (Chyriti, 2019).
4. Automating HR Processes (Stone & Deadrick, 2015) state that HR digitalization allows administrative processes such as attendance, leave, and payroll to be done automatically and flexibly. This gives employees more control over their work time and personal time.
5. Flexible Work System (Marley & Parry, 2016) states that Digital HR encourages the implementation of flexible work systems such as remote working, hybrid, and adjusted working hours, which significantly improve employee work-life balance.
6. Employee Self-Service (Strohmeier, 2007) states that employee self-service features in digital HR systems allow employees to access and manage personal data, leave requests, and self-reporting without having to meet directly with HR. This supports time efficiency and balance of work activities.
7. Support for Wellbeing and Mental Health (Parry & Tyson, 2011) state that digital HR platforms can be used to provide access to Wellbeing programs, online counseling, and mindfulness training, which are very important in maintaining employee mental health and work-life balance.

Thus, Digital HR not only speeds up administrative services but also creates a work environment that supports balance, flexibility, and productivity through the integration of technology and humanistic approaches.

Factors Affecting Work-Life Balance

The results and discussion of this literature review highlight significant insights drawn from previous studies, particularly the identification of major themes related to the research topic. These insights enrich the understanding of the subject matter and provide helpful directions for future research aimed at advancing both theoretical knowledge and its practical applications. Work-life balance is a state in which individuals can maintain harmony between their professional and personal lives. According to Hasibuan (2013), several factors influence work-life balance, including workload, work flexibility, and family support. Excessive workload may disrupt the balance between work and personal life, whereas flexible working arrangements and strong family support can help employees manage both aspects more effectively.

Furthermore, human resources play a crucial role in the success of any organization. Dixon (2017) emphasizes that multiple factors, including time and energy management, work flexibility, organizational support, roles and responsibilities, technological connectivity, Well-being and health, social support, and individual values and priorities, influence work-life balance. These factors collectively determine the extent to which employees can achieve a harmonious balance between their work and personal commitments.

The following is a discussion of these factors.

a. Time and Energy

(Dixon, 2017) states that the allocation of time and energy between work and personal life is at the core of work-life balance. Interviews with informants show that most experience difficulty dividing time proportionately between work and personal life. For example, informant 5 revealed that they often have to sacrifice personal time due to sudden work demands. This indicates that unbalanced time management causes stress and reduces employees' quality of life. Dixon's theory aligns with research findings that an improper allocation of time between work and personal life roles can lead to imbalance.

E-ISSN : 2597-8888, P-ISSN : 2598-1072
Available online at:
https://ejournal.itbwigalumajang.ac.id/index.php/adv

b. Work Flexibility

Flexibility in work, such as flexible working hours and options to work from home, allows employees to manage their time and responsibilities more easily. Informant 4 stated that flexibility in time management greatly helps in maintaining balance between work and personal life. However, not all members have equal access to this flexibility, resulting in varying imbalances among them. (Dixon, 2017) states that work flexibility allows employees to better adjust work to their personal lives, thus reducing role conflict. Wider implementation of this flexibility within the organization will improve members' work-life balance.

c. Organizational Support

Support from the organization, such as work-life balance policies, employee assistance programs, and a supportive culture, plays an important role in maintaining work-life balance. Interviews show that some informants feel supported by a responsive work environment, but others report a lack of support regarding flexibility policies and mental Well-being. (Dixon, 2017) states that organizational policies and support have a significant impact on employee work-life balance. By improving flexibility policies and providing additional support, such as counseling services or workload adjustments, organizations can help employees better manage their roles.

d. Roles and Responsibilities

Clarity of employee roles and responsibilities significantly affects work-life balance. (Dixon, 2017) explains that clear roles and realistic expectations help employees manage their time and energy effectively. Role conflict often arises when expectations between work and personal life are unbalanced, especially in sudden emergencies. Therefore, organizations need to ensure that each member understands their role and expectations and is given the freedom to adjust their responsibilities according to their personal circumstances.

e. Technology and Connectivity

Technology plays a dual role in work-life balance. On one hand, technology facilitates work flexibility, but on the other hand, continuous connectivity can disrupt personal time. Informant 2 mentioned that the availability of technology allows them to work outside office hours, but it often becomes a challenge to separate work time from personal time. (Dixon, 2017) states that although technology can help create work flexibility, it is important to set boundaries on technology use so that employees do not feel they must always be on standby. This can be done by establishing clear working hours and reasonable expectations for responses outside those hours.

f. Wellbeing and Health

(Dixon, 2017) states that employees who have time for exercise, relaxation, and activities that support health will be better able to manage work stress. Interviews show that members who have access to health programs feel more balanced and productive. Excessive work stress without time for recovery can lead to burnout and decreased performance. Therefore, organizations need to provide health and Well-being programs to support employees in maintaining physical and mental health.

g. Social Support

Support from family, friends, and colleagues plays an important role in work-life balance. Dixon emphasizes that a strong support network can help individuals cope with the dual demands of work and personal life. Employees who feel emotionally and practically supported are better able to manage stress and balance their roles. Organizations can strengthen a culture of social support in the workplace by fostering an inclusive, collaborative work environment.

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h. Individual Values and Priorities

Individual values and priorities also influence work-life balance. (Dixon, 2017) explains that what is considered balanced depends greatly on each individual's goals and personal values. For instance, individuals who place a high value on family will make conscious efforts to allocate time fairly between work and family activities. Consequently, organizations need to recognize and respect employees' personal values and priorities, allowing them the flexibility to fulfill these needs. Based on the preceding analysis, it is evident that individual characteristics, organizational policies, social support, and workplace conditions shape work-life balance. Organizations that actively promote work-life balance are more likely to foster a productive, healthy, and supportive environment that enhances employee Well-being. Implementing initiatives that encourage flexibility, stress management, and mental health care is essential for strengthening work-life balance. Therefore, reinforcing organizational policies and practices that support this equilibrium can lead to improved employee performance and more substantial organizational commitment.

Effective Digital HR Optimization Strategy to Improve Work-Life Balance and Employee Productivity

Based on the literature and previous research, effective Digital HR optimization requires integrating technology systems, training, and organizational culture. This combination will improve work efficiency, support flexibility, and ultimately sustainably enhance work-life balance and employee productivity. Effective Digital HR optimization is not just a technological transformation, but an integration of digital systems, competency development, data analysis, and a work culture that supports balance and productivity. This strategy, if implemented consistently, can create a healthy, flexible, and result-oriented work environment.

1. Implementation of HRIS and Employee Self-Service (ESS) Systems
   The first strategy is to adopt a Human Resource Information System (HRIS) integrated with Employee Self-Service (ESS) features. This system allows employees to access their personal data, apply for leave, monitor attendance, and view payslips independently and in real time. ESS improves operational efficiency and provides flexibility in managing work and personal life (Marley & Parry, 2016).
2. Digitalization of Communication and Collaboration
   Digital HR also includes the use of digital communication and collaboration platforms such as Zoom, Slack, Google Workspace, or Microsoft Teams. These tools enable teams to work remotely and flexibly, remaining productive without being physically present. Flexible work supports work-life balance and reduces employee stress levels (Stone & Deadrick, 2015).
3. Strengthening E-Learning and Digital Self-Development Programs
   Digital HR also needs to provide flexible and competency-based e-learning platforms for employee development. Employees can access training at any time without disrupting their main work, supporting continuous self-development (Strohmeier, 2007).
4. Use of HR Analytics for Decision Making
   HR analytics can be used to monitor work stress, satisfaction, and the effectiveness of flexible work programs (Parry & Tyson, 2011).
5. Strengthening Flexible Work Culture
   The optimization strategy is not enough with just digital systems, but needs to be accompanied by an output-based work culture, not just presence (Bondarouk & Ruel, 2009).

Thus, effective Digital HR optimization requires integration of technology systems, training, and organizational culture. This combination will improve work efficiency, support flexibility, and ultimately sustainably enhance work-life balance and employee productivity.

Strategies to improve work-life balance, as highlighted in various studies, aim to help organizations create an environment that balances professional and personal responsibilities, ultimately enhancing job satisfaction and performance. One key approach is work flexibility, which plays a significant role in supporting work-life balance. Research indicates that flexible working hours enable employees to align their job responsibilities with personal needs, thereby reducing stress and

increasing overall satisfaction. Organizations are encouraged to implement flexible scheduling options, such as flextime, compressed workweeks, hybrid arrangements, or remote work, that allow employees to manage both work and personal duties more effectively. Providing flexibility in shift schedules also helps employees adapt to individual circumstances without compromising productivity.

Another essential aspect is mental health programs**,** as employee Well-being is fundamental to maintaining balance. Prolonged work-related stress can lead to burnout and decreased performance; therefore, organizations should offer counseling services, psychological support, and mental health education through workshops and seminars on stress management, mindfulness, and relaxation. Providing dedicated relaxation areas or quiet rooms in the workplace can also help employees recharge and improve emotional resilience. Time and stress management training further supports employees in achieving balance. Training programs that teach prioritization, task management, and relaxation techniques help employees handle workloads efficiently while minimizing stress. Mentoring and coaching initiatives can also help employees manage work-related challenges and develop coping strategies.

Additionally, supportive leave policies help employees attend to personal or family matters without negative consequences for their careers. Organizations should consider offering mental health leave, flexible family or parental leave, and additional personal leave to support employees during critical life events. Finally, enhancing social support at work is crucial for sustaining a healthy work-life balance. A supportive work culture that encourages collaboration, empathy, and open communication can significantly improve employee morale. Initiatives such as peer support programs, buddy systems, and regular team-sharing sessions can strengthen interpersonal relationships and create a more cohesive, caring work environment where employees feel valued and supported.

CONCLUSION

Based on the research results and discussion on Effective Digital HR Optimization to Improve Work-Life Balance and Employee Productivity, this study shows that the use of digital technology in HR management can help employees better manage their work time and personal lives, thereby improving work-life balance and employee productivity. Digital HR plays an important role in creating a work ecosystem that supports work-life balance through system efficiency, flexibility, and attention to employee Well-being. Effective Digital HR optimization requires integration of technology systems, training, and organizational culture. This combination will improve work efficiency, support flexibility, and ultimately sustainably enhance work-life balance and employee productivity. Effective Digital HR optimization is not just a technological transformation, but an integration of digital systems, competency development, data analysis, and a work culture that supports balance and productivity. Effective Digital HR optimization strategies include implementing HRIS and Employee Self-Service (ESS) Systems, digitalizing communication and Collaboration, Strengthening E-Learning and Digital Self-Development Programs, facilitating effective communication, and developing organizational culture.

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