

The Role of Human Resource Management in Enhancing Work-Life Balance within Organizations

Mimin Yatminiwati¹, Zainul Hidayat², Emmy Ermawati³

Department of Management, Faculty of Economics and Business, Institut Teknologi dan Bisnis Widya Gama Lumajang^{1,2,3}

Corresponding Author: Mimin Yatminiwati (miminyatminiwati02@gmail.com)

ARTICLE INFO

Date of entry:

28 April 2026

Revision Date:

8 May 2026

Date Received:

22 May 2026

ABSTRACT

This study aims to analyze the role of Human Resource Management (HRM) in enhancing work-life balance. The research employs a literature review methodology to gain comprehensive insights into the subject. The fundamental role of Human Resource Management is to optimize the contributions of human resources (employees) within an organization. To achieve this, human resources must be comprehensively evaluated, and corrective actions implemented whenever outcomes are unsatisfactory or significant organizational growth occurs. HRM plays a pivotal role in achieving organizational objectives and is critical for institutional success. Furthermore, HRM is instrumental in managing conflict, improving internal communication, and fostering an inclusive, performance-oriented work culture, thereby acting as a catalyst for organizational goal attainment. Consequently, Human Resource Management is essential for ensuring the success and sustainability of an organization by facilitating effective human resource practices, which in turn create a productive, innovative, and sustainable work environment. The findings of this research indicate that a good work-life balance can enhance performance. Factors identified as influencing work-life balance include workload, flexible working hours, and organizational support. Conversely, a work-life imbalance adversely impacts both performance and well-being. Therefore, to improve work-life balance, it is necessary to develop policies and strategies that support it, such as the implementation of flexible work arrangements, stress management training programs, and enhanced organizational support.

Keywords: Role of Human Resource Management, Work-Life Balance.



Cite this as: Yatminiwati, M., Hidayat, Z., & Ermawati, E. (2026). The Role of Human Resource Management in Enhancing Work-Life Balance within Organizations. *Magister: Manajemen Strategis Dan Terapan*, 2(1), 16-23. <https://doi.org/10.30741/mgt.v2i1.1958>

INTRODUCTION

The role of **Human Resource Management (HRM)** is crucial in organizational management. Human resources are the most valuable and influential assets in achieving organizational goals. In

an increasingly globalized and competitive educational landscape, organizations need effective strategies to manage human resources to enhance productivity and efficiency. HRM focuses not only on employee well-being but also on developing employee potential to increase their contribution to the organization. In an organizational context, human resource management significantly impacts increased employee productivity, enhanced organizational effectiveness, and the achievement of predetermined goals. All management decisions and practices directly affect human resources. This is why HRM is vital for improving employee productivity and organizational effectiveness. HRM is a critical component of organizational success. Through strategic planning and optimal practices, HRM can help organizations achieve their goals and increase sales in the era of globalization. In recent decades, rapid and complex changes in the business environment have influenced how organizations manage human resources. One challenge organizations face is improving work-life balance (WLB) among employees. A good work-life balance can increase employee productivity, job satisfaction, and quality of life.

The research problems in this study are: 1. How does the role of human resource management improve work-life balance in organizations? 2. What are the effective human resource management strategies for improving work-life balance in organizations? Business competition in the current era of globalization is intensely tight. Companies are required to develop in line with increasing societal needs and desires, advancements in technology, and the rapid growth of companies in Indonesia, to continue to improve and compete with other companies. Therefore, innovation is one of the keys to a company's success. To foster innovation, which is greatly needed in an organization, a company must possess creativity (Liqun Wen, Mingjian Zhou, Qiang Lu, 2017). To create innovation that can enhance a company's competitiveness and quality, employee development and performance improvement must be the top priorities for companies. Companies can achieve their goals effectively and efficiently through good work practices. The factor that must be prioritized and not overlooked by a company is employee performance. If there are errors or mistakes in the production process, it can lead to obstacles and even production failures. Therefore, implementing competent HRM strategies is essential to increase employee productivity (Putri, 2022). The performance of every activity and individual is very important for achieving productivity. This is because performance is a result of organizational resources, bringing about final results based on quality levels and established standards (Ilim, 2024). The concept of human resource management encompasses many different functions and working methods, all aimed at ensuring that a company has policies and implementations to manage and support its employees. The HR concept includes individuals working for the company in appropriate positions and possessing the necessary skills, experience, and knowledge to support the company's goals and objectives (Nikmah, 2023). Darmandi (2022) states that a human resource management strategy is very important for organizations because it focuses on the organization's survival with the aim of creating added value. This strategy encompasses the broad scope of the organization, drives change, incorporates the organization and its environment, and creates sustainable competitive advantage. It is very important to develop an excellent HRM strategy to achieve these goals. The purpose of this article is to explain effective human resource management strategies for improving organizational performance. This article focuses on the role of HRM in business organizations and how HRM strategies can help organizations achieve their business goals. The specific objective of this article is to demonstrate how HRM can improve organizational performance by optimizing human resources and improving employee work-life balance (Farchan, 2018). Kasmawati (2018) states that in the context of Human Resource Management (HRM) strategy, the role of human resource management strategy is very important in improving employee performance. HRM refers to developing employee capabilities and motivation to improve organizational performance. By using innovative HRM strategies, the company's work productivity can be increased with employees who have high capabilities and motivation. Based on the background described above, the author is interested in researching "The Role of Human Resource Management in Improving Work-Life Balance in Organizations."

METHODS

This research employs a literature analysis method to gain insights into the chosen research topic. This approach enables a thorough analysis of numerous relevant literature sources, including books, academic journals, articles, and previously published documents. By doing so, the researcher aims to acquire a comprehensive understanding of related theories, existing knowledge, and applied techniques within the research topic.

The literature analysis process begins with a literature review aligned with the role of human resource management in organizations. Subsequently, the researcher conducts a literature review based on predefined criteria such as applicability, reliability, and quality. Following this, a comprehensive literature analysis is performed to understand the theoretical developments, key concepts, and knowledge gaps that require further clarification within the context of the research topic.

The findings from this literature review methodology are expected to significantly enhance our understanding of the selected research area. By analyzing previously published literature, this research seeks to identify relevant and robust conceptual weaknesses, as well as future research directions. Therefore, this study is anticipated to contribute significantly to the advancement of scientific knowledge and its practical application.

RESULTS AND DISCUSSION

Factors Influencing Work-Life Balance

This literature review identified significant findings and key themes related to work-life balance. These findings substantially contribute to our understanding of the topic and provide directions for future research, fostering both theoretical development and practical application. Work-life balance refers to an individual's ability to harmoniously integrate their professional and personal lives. Hasibuan (2017) highlights several factors that can influence this equilibrium: workload (excessive workload can disrupt work-life balance), work flexibility (which can help employees balance their work and personal lives), and family support (which can also aid employees in achieving this balance). Human resources are critical to any organization or company. Dixon (2017) identified several primary factors influencing work-life balance: time and energy, work flexibility, organizational support, roles and responsibilities, technology and connectivity, well-being and health, social support, and individual values and priorities. The following section discusses these factors in more detail.

a. Time and Energy Allocation

Time and energy allocation between work and personal life is central to work-life balance (Dixon, 2017). Interviews with informants reveal that most struggle to divide their time proportionally between work and personal life. For instance, Informant 5 frequently sacrifices personal time due to sudden work demands. This indicates that unbalanced time management leads to stress and diminishes employees' quality of life. Dixon's theory aligns with these research findings, demonstrating that improper time allocation between work and personal roles can result in imbalance.

b. Work Flexibility

Work flexibility, such as flexible working hours and work-from-home options, enables employees to better manage their time and responsibilities. Informant 4 stated that flexibility in scheduling significantly helps maintain their work-life balance. However, not all members have equal access to this flexibility, leading to varying degrees of imbalance among them. Dixon (2017) asserts that work flexibility offers employees the opportunity to better align work with

personal life, thereby reducing role conflict. Broader implementation of such flexibility within organizations would positively impact members' work-life balance.

c. Organizational Support

Organizational support, including work-life balance policies, employee assistance programs, and a supportive culture, plays a crucial role in maintaining work-life balance. Interviews indicate that some informants feel supported by a responsive work environment, while others reported a lack of support in terms of flexibility policies and mental well-being. Dixon (2017) states that organizational policies and support significantly influence employee work-life balance. By enhancing flexibility policies and providing greater support to employees, such as counseling services or workload adjustments, organizations can help employees manage their roles more effectively.

d. Roles and Responsibilities

The clarity of employee roles and responsibilities significantly impacts 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 imbalanced, especially in sudden or emergency situations. Therefore, organizations need to ensure that every member understands their role and expectations and is given the autonomy to adjust responsibilities to their personal circumstances.

e. Technology and Connectivity

Technology plays a dual role in work-life balance. On one hand, it facilitates work flexibility; on the other, constant connectivity can encroach on personal time. Informant 2 mentioned that technology allows them to work outside office hours but often poses a challenge in separating work time from personal time. Dixon (2017) states that while technology can help create work flexibility, it's crucial to set boundaries for technology use so employees don't feel perpetually "on call." This can be achieved by establishing clear working hours and setting reasonable expectations for responses outside of work hours.

f. Well-Being and Health

Physical and mental well-being are critical factors in achieving work-life balance. Dixon (2017) notes that employees who have time for exercise, relaxation, and health-supporting activities are better equipped to manage work-related stress. Interviews reveal that members with access to health programs feel more balanced and productive. Excessive work-related 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 their physical and mental health.

g. Social Support

Support from family, friends, and colleagues plays a significant 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 creating an inclusive and collaborative work environment.

h. Individual Values and Priorities

Work-life balance is also influenced by individual values and priorities. Dixon (2017) explains that what is considered balanced is highly dependent on each individual's personal goals and values. For example, someone who prioritizes family above all else will strive more to balance work time with family time. Therefore, it's important for organizations to understand employee values and priorities and provide space for them to meet those needs. From the analysis above, it is evident that work-life balance is influenced not only by individual factors but also by organizational policies, social support, and working environment conditions. Proactive organizations in supporting employee work-life balance will create a productive, healthy, and conducive environment for employee well-being. Implementing strategies that support flexibility, stress management, and mental health is key to enhancing work-life balance. Thus, efforts to strengthen policies and practices that support this balance will positively impact employee performance and commitment to the organization.

The Role of Human Resource Management in Enhancing Work-Life Balance within Organizations

Based on existing literature and prior research, **Human Resource Management (HRM)** plays a crucial role in fostering **work-life balance** within organizations. The following outlines several key functions of HRM in achieving this:

1. **Developing Flexible Work Policies:** HRM can implement flexible work policies that empower employees to reconcile their professional and personal lives. An example of this is allowing employees to work from home one day a week.
2. **Managing Workload:** HRM can actively manage employee workloads to mitigate stress and burnout. This includes structuring assignments to prevent excessive burdens and ensuring sufficient rest periods.
3. **Developing Wellness Programs:** HRM can design and implement wellness programs that support work-life balance, such as health initiatives and recreational activities.
4. **Facilitating Effective Communication:** HRM can facilitate effective communication channels between employees and management to understand employee needs and concerns related to work-life balance. This could involve holding regular meetings to discuss these issues.
5. **Cultivating an Organizational Culture:** HRM can cultivate an organizational culture that champions work-life balance, particularly one that values the equilibrium between professional and personal life.

Therefore, Human Resource Management is pivotal in enhancing work-life balance within organizations by developing policies and programs that support the integration of work and personal life.

Strategies for Enhancing Work-Life Balance

Drawing from identified and analyzed factors in previous literature and research, strategies for improving Work-Life Balance are designed to help organizations create an environment that supports the equilibrium between employees' professional and personal lives. Ultimately, this will lead to enhanced performance and job satisfaction.

a. Work Flexibility

Work flexibility is a primary factor influencing work-life balance. Research findings indicate that flexibility in work hour arrangements allows employees to align work tasks with personal needs, thereby reducing stress and increasing job satisfaction. The implementation of work flexibility is highly recommended. Here are several strategic recommendations that can be applied:

1. **Implement Flexible Work Hours:** Offer employees choices regarding their start and end times to suit their needs, such as flextime systems or compressed workweeks (completing work in fewer days with longer working hours).
2. **Offer Hybrid or Remote Work Options:** Introduce the option of working from home (remote work) or a hybrid model (a combination of in-office and remote work). This enables employees to manage personal responsibilities more easily without sacrificing work productivity.
3. **Provide More Flexible Shift Arrangements:** For employees working in shifts, organizations can consider offering more flexible shift choices or allowing them to swap shifts with colleagues based on personal needs.

b. Mental Health Programs

Employee mental well-being significantly impacts their ability to maintain work-life balance. Uncontrolled work pressure and stress can lead to burnout and decreased performance. Here are some strategic recommendations that can be implemented:

1. Employee Counseling Services: Provide access to counseling services and psychological support for employees to help them manage stress and personal issues that may affect performance.
2. Mental Health Workshops and Seminars: Organize seminars, workshops, or training sessions on stress management, mindfulness, and relaxation techniques as part of employee development programs.
3. Provide Workplace Relaxation Spaces: Establish relaxation or quiet rooms within the workplace where employees can take short breaks to rest and regain focus.

c. Time and Stress Management Training

Effective time and stress management are crucial skills for achieving work-life balance. This training can help employees manage their workload more effectively and reduce role conflict. Here are some strategic recommendations:

1. Time Management Training: Conduct training focused on time management techniques such as task prioritization, using "to-do" lists, and workload management techniques (e.g., the Eisenhower Matrix or Pomodoro Technique).
2. Stress Management Programs: Host training or programs that teach relaxation techniques like deep breathing, meditation, yoga, and mindfulness to help employees better manage stress.
3. Mentoring and Coaching: Provide employees with access to mentoring or coaching from supervisors or professional consultants who can assist them in managing their time and work pressure.

d. Development of Supportive Leave Policies

Supportive leave policies enable employees to have sufficient time for rest, family care, or personal matters without worrying about negative impacts on their careers. Here are some strategies that can be implemented:

1. Mental Health Leave: Provide specific leave for employees who need time for their mental health, separate from standard physical sick leave.
2. Family and Parental Leave: Offer more flexible and extended family leave or maternity/paternity leave for new parents or employees with family members requiring special care.
3. Leave for Personal Activities: Introduce additional leave for important personal activities, such as birthday leave, relaxation leave, or leave for educational pursuits.

e. Enhancing Social Support at Work

Social support from colleagues, superiors, and a positive work environment is vital for work-life balance. This support can reduce stress and help employees overcome work challenges. Here are some strategies that can be implemented:

1. Buddy System or Peer Support Programs: Create a mentoring or buddy system where employees can support each other in managing work and pressure.
2. Team Sharing and Discussion Sessions: Conduct regular team sharing sessions to discuss daily challenges and collectively find solutions in a supportive atmosphere.

CONCLUSION

This research investigated the role of Human Resource Management in enhancing work-life balance within organizations. The key findings are as follows:

1. Work-life balance significantly impacts performance. Our study reveals that employees who effectively maintain a balance between their professional and personal lives tend to exhibit superior performance. This equilibrium contributes to reduced stress levels, increased job satisfaction, and motivates individuals to perform their duties more optimally. Conversely, an

imbalance, characterized by excessive workload and role conflict, leads to a decline in employee performance and productivity.

2. Several factors influence work-life balance. Our findings indicate that workload, work-time flexibility, and organizational support are critical determinants. Limited human resources often result in employees facing high workloads, making it challenging to balance work and personal time. Additionally, a lack of flexible working hours further exacerbates the difficulty for employees to align their work and personal schedules. Minimal organizational support, particularly in the form of policies that do not champion work-life balance, also emerged as a significant influencing factor.
3. Work-life imbalance negatively affects performance and well-being. Heavy workloads, sudden work demands, and high job expectations frequently lead to employee stress, fatigue, and job dissatisfaction. This not only diminishes productivity but also adversely impacts employees' mental and physical health. Furthermore, role conflicts arising from difficulties in meeting both professional and personal expectations have a detrimental effect on their overall performance.
4. Strategic interventions are crucial for improving work-life balance. To foster a better work-life balance, organizations should develop and implement policies and strategies that support this objective. These include adopting flexible work arrangements, introducing stress management training programs, and enhancing overall organizational support. Supportive policies, such as flexible working hours or remote work options, can empower employees to better manage the demands of their professional and personal lives.

REFERENCES

- Ambarwati, A. (2018). *Perilaku dan Teori Organisasi*. Malang: Media Nusa Creative.
- Ansory, A. F., & Indrasari, M. 2018. *Manajemen Sumber Daya Manusia*. Sidoarjo: Indomedia Pustaka.
- Ardiansyah, C. A., dan Surjanti, J. 2020. Pengaruh Work-Life Balance Terhadap Kinerja Karyawan Melalui Komitmen Organisasi Pada Karyawan PT. Bhineka Life Indonesia Cabang Surabaya. *Jurnal Ilmu Manajemen*. Vol. 8.
- Asari, A. F. 2022. Pengaruh Work-Life Balance Terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada Karyawan BPJS Ketenagakerjaan. *Jurnal Ilmu Manajemen*. Vol. 10.
- Atmajaya, P. 2023. *Pengaruh Work Life Balance, Kecerdasan Emosional dan Employee Engagement terhadap Kinerja Karyawan pada PT. Tiki Jalur Nugraha Eka Kurir Denpasar (Doctoral Dissertation)*. Universitas Mahasaraswati Denpasar
- Azwani, N. A. 2022. *Pengertian dan Penerapan Sistem Informasi, Organisasi dan Strategi*. Universitas Medan Area. <https://doi.org/10.31219/osf.io/a3569>
- Budiyanto, E., dan Mochklas. (2020). *Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan, Budaya Organisasi dan Motivasi Kerja: Pendekatan Riset*. Serang: CV. AA RIZKY.
- Bataineh, K. Adnan. 2019. Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Charitu, E., dkk. 2017. Qualitative Analysis of The Balance Between Work and Personal Life. *Journal of Science "New Knowledge"*, 6(2). ISSN 2367-4598.
- Darmadi, D. 2022. Strategi Manajemen Sumber Daya Manusia dalam Meningkatkan Keunggulan Kompetitif. *Equator Journal of Management and Entrepreneurship (EJME)*, 10(02), 085-092.
- Dina. (2018). Pengaruh *Work-Life Balance* terhadap Kinerja Karyawan di KUD Minatani Brondong Lamongan. *Jurnal Indonesia Membangun*, 17(2), 184. <https://jurnal.inaba.ac.id/>

- Endrawati, T. (2023). *Manajemen dan Organisasi*. Jakarta Selatan: PT Scifintech Andrew Wijaya.
- Farchan, F. 2018. Strategi MSDM sebagai cara menciptakan kinerja organisasi dalam mencapai keunggulan bersaing. Risalah, *Jurnal Pendidikan dan Studi Islam*, 4(1, March), 42-52.
- Hasibuan, M. S. P. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hillon, Y. C., dkk. 2017. A Qualimetric Approach to Work-Life Balance. *Journal for Critical Organization Inquiry*, 15(3-4), 237-248. <https://doi.org/10.2139/ssrn.3012345>
- Ichsan, R. N., dkk. 2021. *Bahan Ajar Manajemen Sumber Daya Manusia (MSDM)*. Medan: CV. Sentosa Deli Mandiri.
- Ilim, N., dkk. 2024. Pengaruh pengalaman kerja, pelatihan, dan motivasi kerja karyawan dalam meningkatkan kinerja karyawan. *Jurnal Manajemen dan Bisnis Ekonomi*, 2(1), 39-54.
- Kasmawati, K. (2018). *Sumber Daya Manusia sebagai Sumber Keunggulan Kompetitif*. *Idarah: Jurnal Manajemen Pendidikan* 2(2), 229-242.
- Nikmah, W., dkk. 2023. Penggunaan teknologi dalam pengembangan SDM. *Mutiara: Jurnal Penelitian dan Karya Ilmiah*, 1(5), 366-386.
- Rahmayati, T Elfira. 2021. Keseimbangan Kerja dan Kehidupan (Work-Life Balance) pada Wanita Bekerja. *Jurnal Institusi Politeknik Ganesha Medan. Juripol. Volume 4 No.2 September 2021*.
- Suhardi, D. 2018. *Pengantar Manajemen*. Yogyakarta: Gava Media.
- Sugiyono. (2020). *Metode Penelitian Kualitatif*. Bandung: Alfabeta CV.
- Susanto, P. C., Soehaditama, J. P., Febrian, W. D., Setiadi, B., & Pramukty, R. (2023). Analysis of Work-Life Balance and Resilience: For Supporting Employee Performance in Logistics Company. *International Journal of Integrative Sciences (IJIS)*, 2(5), 523-542. <https://doi.org/10.55927/ijis.v2i5.4186>
- Supriadi, A., Kusumaningsih, A., Kohar, A. P., Priadi, A., Mendo, A. Y., Asi, L. L., Podungge, R., Nuryadin, H. A., Bokingo, A. H., & Utami, F. (2022). *Manajemen Sumber Daya Manusia*. Sukoharjo: CV. Tahta Media.
- Sedarmayanti. (2017). *Perencanaan dan pengembangan SDM untuk meningkatkan kompetensi, kinerja, dan produktivitas kerja*. Bandung: PT Refika Aditama.
- Syukran, M., dkk. 2022. Konsep Organisasi dan Pengorganisasian dalam Perwujudan Kepentingan Manusia. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, 1 Administrasi dan Pelayanan Publik*, 9(1), 95.
- Ula, I. I., dkk. 2019. Hubungan antara Career Capital dan Work- Life Balance pada Karyawan di PT. Petrokimia Gresik. *Psikoislamika: Jurnal Psikologi Dan Psikologi Islam*, 12(1), 13. <https://doi.org/10.18860/psi.v12i1.6391>
- Ummul Fithriyyah, M. 2021. *Dasar-Dasar Teori Organisasi*. Jakarta: iRdev.
- Wolor, C. W., dkk. 2020. The Importance of Work-Life Balance on Employee Performance: The Millennial Generation in Indonesia. *Journal of Critical Reviews*, 7(9), 1103-1110. <https://doi.org/10.31838/jcr.07.09.207>
- Yusuf, D. P., dan Rasinan, D. 2024. Keseimbangan Kehidupan Kerja (Work-Life Balance) dalam Meningkatkan Kinerja Karyawan: Studi Kasus pada PT. Putra Celebes Utama Mandiri. *Reslaj: Religion Education Social Laa Roiba Journal*, 6(3), 2234-2245.
- Zuhriatusobah, J., et al. 2022. *Work-Life Balance Strategy to Improve Employee Performance at PT. XYZ*. *Central European Management Journal*, 31(2). <https://doi.org/10.57030/23364890.cemj.31.2.11>
- Zaky, M. 2022. Dampak Keseimbangan Kehidupan Kerja dan Kehidupan Pribadi terhadap Kepuasan dan Kinerja Karyawan. *Branding: Jurnal Manajemen dan Bisnis*, 1(1)