

Employee Perception of the Importance of Work-Life Balance For Mental Health

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Abstract

In the midst of increasingly tight business competition and the emergence of the Industry 5.0 era, human resource management plays a very crucial and valuable role. Human resources contribute greatly to building, strengthening, and changing organizational culture. In recent years, the concept of work-life balance has become a separate focus in studies related to work life (Greenhaus & Allen, 2010 in Helmle, Botero, & Seibold, 2014). This term is defined in various ways. One of them, according to Clark This study uses a quantitative approach. Creswell (2014) states that quantitative research aims to explain the influence of one variable on another. This study uses two types of data, namely primary data and secondary data. Primary data is collected directly through interview techniques and distributing questionnaires to respondents. Meanwhile, secondary data is obtained from library sources such as journals Developing the quality of human resources is the main key for companies to remain competitive in the global market. Superior HR quality allows companies to face external challenges more preparedly and effectively, and increase their competitiveness. One of the biggest challenges faced by companies in maintaining competitive advantage is how to retain qualified and competent employees. Integrating policies that support work-life balance, proper ergonomics, and improving communication between managers and employees can create a healthier and more productive work environment. By designing policies that focus on employee well-being, companies can increase levels of engagement, job satisfaction, and overall performance. In addition, companies must ensure that the policies implemented are not only formal, but also implemented consistently to ensure the achievement of long-term goals.

Keywords: Work Life Balance Perception, Mental Health

Introduction

In the midst of increasingly fierce business competition and the emergence of the Industry 5.0 era, human resource management plays a very crucial and high-value role. Human resources contribute greatly to building, strengthening, and changing organizational culture. Therefore, companies are required to find strategies to achieve a competitive advantage, especially through efforts to retain employees who have superior performance. (Indira Natasya Kusuma Putri, 2024)

The development of the quality of human resources is important so that companies can compete more effectively and be able to face various external challenges

in order to maintain the sustainability and continuity of their business. One of the main challenges in dealing with competition between companies is retaining qualified and competent employees. An effective employee retention strategy has an important role in improving operational efficiency and driving overall company performance and productivity. (Hendri Dunan, Volume 8 Issue 1 (2025))

Recently, the issue of work-life balance, personal, and spiritual life has received increasing attention in the world of work, including in the trade sector. For many individuals, work is an important aspect of life, but their personal lives are also of equal value. Therefore, business actors need to find ways to create a harmonious balance between their work responsibilities and personal lives. (Desiana Astika R.K, 2024)

A healthy work environment can be formed through the implementation of programs and policies that support work-life balance, ergonomics, and occupational safety and health (K3). Work-life balance refers to the ability of employees to manage the demands of their job while meeting their personal needs. Employees who are able to maintain this balance are generally happier, motivated, and have a high attendance rate. Meanwhile, ergonomics is a science that focuses on designing workplaces and equipment to reduce the risk of fatigue and injury. The application of proper ergonomic principles can increase employee comfort and productivity and reduce the likelihood of workplace accidents. (Dewi Ayu Larassati, 2024)

According to Fisher, Bulger & Smith (2009), *work-life balance* refers to the state of balance between one's personal and work life, which reflects the way individuals manage their time, energy, and focus on both aspects. For many people, work and family are the two main components of life, so maintaining a balance between the two is crucial for achieving personal well-being.(Inkha Rizqi Nurul Afifah, 2025)

In recent years, the concept *work-life balance* has become a particular focus in studies related to work life (Greenhaus & Allen, 2010 in Helmle, Botero, & Seibold, 2014). The term is defined in a variety of ways. One of them, according to Clark (2000 in Helmle, Botero, & Seibold, 2014), *work-life balance* It is described as the level of satisfaction that individuals feel when they are able to carry out roles in a work environment or at home with little or no role conflict.(Ryan Rene, 2018)

A study by Gregory and Milner (2009) showed that organization plays an important role in reducing conflict between work and family. This topic has also attracted great attention from researchers and practitioners (Hammer, Neal, Newsom, Brockwood& Colton, 2005). A number of other studies have also found a positive relationship between organizational support and the achievement of work-life balance (WLB).(Kresentia Stefani, 2020)

Method

This study uses a quantitative approach. Creswell (2014) states that quantitative research aims to explain the influence of one variable on another. Meanwhile, according to Sugiyono (2012), the explanatory method is a type of research that aims to uncover the causal relationship between variables that is the basis for hypothesis testing.(Nurhabiba)

This study uses two types of data, namely primary data and secondary data. Primary data was collected directly through interview techniques and questionnaire distribution to respondents. Meanwhile, secondary data is obtained from library sources such as scientific journals, reference books, and data collection documents available at PT. XYZ (. (Hanny Novita Ramadhan, 2024)

The analysis method used in this study is content analysis. This technique is applied to obtain valid conclusions that can be retested based on the context, through the process of selecting, comparing, combining, and filtering various meanings until the most relevant ones are found. The variables studied in this study include work-life balance and organizational culture as independent variables, as well as employee engagement as dependent variables. (I Ketut Ady Merta Antara, 2023)

Discussion

The development of the quality of human resources is the main key for companies to remain competitive in the global market. Superior quality human resources enable companies to face external challenges more prepared and effectively, as well as increase their competitiveness. One of the biggest challenges faced by companies in maintaining a competitive advantage is how to retain qualified and competent employees.

In the midst of the development of the issue of work-life balance, attention to work-life balance, personal, and spiritual life is increasingly receiving significant attention in the world of work. This phenomenon does not only apply in the business sector in general, but also in the increasingly competitive trade sector. Work is indeed an important aspect of an individual's life, but personal life and the need for mental and emotional well-being are also very important factors. Therefore, it is important for companies and organizations to find effective ways in creating a balance between the demands of work and the personal lives of employees. The steps can be done as follows:

a) Work Flexibility Policy

Create a flexible hours policy that allows employees to choose hours that fit their individual needs, while still meeting the minimum hours required. For example, if the hours are usually 9:00 a.m. to 5:00 p.m., give employees the option to choose work hours from 7:00 a.m. to 3:00 p.m. or 10:00 a.m. to 6:00 p.m.

b) Work Recognition and Appreciation Program

Design an awards program to recognize employee achievements, such as "Employee of the Month" or an award for a successful project. This can increase motivation and loyalty.

c) Stress Management and Mental Health Training

Regularly hold training sessions or workshops on stress management and mental health. You can invite a psychologist or facilitator who is experienced in this field to provide practical guidance on how to manage stress

d) Improve Communication between Managers and Employees

Make sure managers have regular meetings (e.g. monthly) with employees to discuss their needs and challenges. Focus the conversation on the support that can be provided for work-life balance.

e) Implementation of Career Development Programs that Support Life Diversity.

Offer a variety of career development paths that can be tailored to employees' personal priorities. For example, an online training program that can be accessed at any time, or the opportunity to take career development leave to pursue professional education or certifications.

Conclusion

Integrating policies that support work-life balance, proper ergonomics, and improved communication between managers and employees can create a healthier and more productive work environment. By designing policies that focus on employee well-being, companies can improve engagement rates, job satisfaction, and overall performance. In addition, companies must ensure that the policies implemented are not only formal, but also consistently implemented to ensure the achievement of long-term goals.

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