

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

Mimin Yatminiwati¹, Zainul Hidayat²

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

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

ARTICLE INFO

Date of entry:

22 May 2025

Revision Date:

27 June 2025

Date Received:

30 June 2025

ABSTRACT

The purpose of this research is to analyze the role of human resource management in improving work-life balance. In this study, the researcher uses a literature analysis method to gain insights into the research topic being studied. The role of human resources is to increase the contribution of human resources (employees) in the organization. To achieve this goal, human resources must be evaluated comprehensively and corrective actions must be taken whenever there are unsatisfactory results or significant changes in the growth of an institution. Human resource management plays a crucial role in achieving organizational goals. Human resource management is essential for the success of an organization. Human Resource Management also manages conflicts, improves internal communication, and creates an inclusive and performance-oriented work culture, and acts as a catalyst in achieving organizational goals. Therefore, human resource management plays a vital role in ensuring the success and sustainability of an organization by helping to manage human resources effectively, thereby creating a productive, innovative, and sustainable work environment. The results of this study show that Human Resource Management can play a crucial role in improving work-life balance in organizations by developing flexible work policies, managing workload, developing wellness programs, facilitating effective communication, and developing organizational culture.

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



Cite this as: Yatminiwati, M., & Hidayat, Z. (2025). The Role of Human Resource Management in Improving Work-Life Balance within Organizations. *Jurnal Ilmu Manajemen Advantage*, 9(1), 17-23. <https://doi.org/10.30741/adv.v9i1.1574>

INTRODUCTION

The role of human resource management (HRM) is a crucial process in organizational management. Human resources are the most valuable and influential resource in achieving organizational goals. In an increasingly global and competitive educational world, organizations need effective strategies to manage human resources to enhance productivity and efficiency. Human resource management focuses not only on employee welfare but also on developing

employee potential to increase their contribution to the organization. In the organizational context, human resource management has a very significant impact on increasing employee productivity, enhancing organizational effectiveness, and achieving predetermined goals. All management decisions and practices directly affect human resources. This is why human resource management within an organization is crucial for improving employee productivity and organizational effectiveness.

One of the critical components of organizational success is HRM. Through strategic planning and optimal practices, HRM can assist organizations in achieving their goals and increasing their sales in the era of globalization. In recent decades, the rapid and complex changes in the business environment have influenced how organizations manage their human resources. One of the challenges faced by organizations is improving the work-life balance of their employees. A good work-life balance can increase productivity, job satisfaction, and the quality of life for employees.

The research questions for this study are: 1. What is the role of human resource management in improving work-life balance within an organization? 2. What are effective human resource management strategies for improving work-life balance within an organization?

Business competition in the current era of globalization has become very tight. Companies are required to develop in line with the increasing needs and desires of society, advancements in technology, and the rapid growth in the number of companies in Indonesia, so they can continue to grow and compete with other companies. Therefore, innovation is one of the keys to a company's success. To foster innovation, it is essential for a company to possess creativity (Wen, Liqun; Zhou, Mingjian; Lu, 2017). To create innovations that can enhance the company's competitiveness and quality, the development and improvement of employee performance must be a top priority for the company. A company can achieve its goals effectively and efficiently through good work practices. A factor that must be prioritized and not overlooked by a company is employee performance. Obstacles and even failures in product production will occur if there are errors in the production process. Therefore, the application of a competent HRM strategy is necessary to increase employee work productivity (Putri & dkk., 2022).

The performance of every activity and individual is crucial for achieving productivity. This is because performance is a result from resources within the organization that yields final outcomes based on quality levels and standards that have been mutually established (Ilim & dkk., 2024). The concept of human resource management encompasses many different functions and work methods, all aimed at ensuring the company has policies and practices to manage and support its employees. The HR concept includes people who work for the company in suitable positions and have the necessary skills, experience, and knowledge to support the company's goals and objectives (Nikmah & dkk., 2023). Darmadi (2022) states that human resource management strategy is crucial for organizations because it focuses on organizational survival through goals and value creation. This strategy is broad, drives change, incorporates the organization and its environment, and creates a sustainable competitive advantage. It is essential to develop an excellent HRM strategy to achieve this goal. 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 aim of this article is to show how HRM can improve organizational performance by optimizing human resources and enhancing employee work-life balance (Farchan, 2018).

Kasmawati & dkk., (2018) states that in the context of Human Resource Management (HRM) strategy, the role of HRM is very important in improving employee performance. HRM refers to the development of employee capabilities and motivation to enhance organizational performance. Previous studies have extensively discussed the role of human resource management in organizations, but not many have specifically addressed the role of human resource management

in improving work-life balance within organizations. Therefore, research on this topic is very important to conduct. 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

In this study, the researcher uses a literature analysis method to gain insight into the researched topic. This approach allows for the analysis of numerous relevant literature sources, such as books, academic journals, articles, and previously published documents. This way, the researcher can obtain a comprehensive understanding of related theories, prior knowledge, and techniques that have been applied to the research topic. The literature analysis process begins with a review of literature aligned with the topic of the role of human resource management in organizations. Subsequently, the researcher conducts a literature review based on the aforementioned criteria, such as applicability, reliability, and quality. Following that, the researcher performs a thorough literature analysis to understand theoretical developments, important concepts, and knowledge gaps that still need clarification within the context of the research topic.

The results of this literature review methodology are expected to have a significant impact on our understanding of the research topic. By analyzing previously published literature, this research aims to identify relevant and strong conceptual weaknesses and future research directions. In conducting the literature review, we used the following criteria: publication year range of 2015-2025, publication types of Scopus-indexed international journals and accredited national journals, and databases used were Google Scholar, Scopus, and Web of Science. Therefore, this research is expected to contribute significantly to the advancement of knowledge and its application in practical contexts.

RESULTS AND DISCUSSION

Factors Affecting Work-Life Balance

The results and discussion from this literature review study reveal important findings from the literature, including the identification of key themes related to the research topic. These findings provide a valuable contribution to broadening the understanding of the research topic and offer direction for future research to develop knowledge and its application in practical contexts. Work-life balance is a condition where individuals can harmoniously balance their work life and personal life. Hasibuan (2017) states that several factors can affect work-life balance, including: Workload: An excessive workload can disrupt work-life balance. Work flexibility: Work flexibility can help employees balance their work and personal lives. Family support: Family support can help employees balance their work and personal lives.

Human resources have a significant influence on every organization and company. Dixon (2017) states that there are several main factors affecting work-life balance, namely 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 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 the core of work-life balance. This indicates that imbalanced time management leads to stress and reduces employees' quality of life. Dixon's theory aligns with research findings where improper time allocation between work and personal roles can lead to imbalance.

b. Work Flexibility

Flexibility in work, such as flexible working hours and the option to work from home, allows

employees to manage their time and responsibilities more easily. However, not all members have equal access to this flexibility, leading to varied imbalances among members. Dixon (2017) states that work flexibility gives employees the opportunity to better align their job with their personal life, thus reducing role conflict. Broader implementation of this flexibility in organizations would positively impact the work-life balance of members.

c. Organizational Support

Support from the organization, such as work-life balance policies, employee assistance programs, and a supportive culture, plays a crucial role in maintaining work-life balance. Dixon (2017) states that organizational policies and support significantly influence employee work-life balance. By enhancing flexibility policies and providing more support to employees, such as counseling services or workload adjustments, organizations can help employees manage their roles better.

d. Roles and Responsibilities

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

e. Technology and Connectivity

Technology plays a dual role in work-life balance. On one hand, technology facilitates work flexibility, but on the other, constant connectivity can intrude on personal time. Dixon (2017) states that although technology can help create work flexibility, it is important to set boundaries on its use so that employees do not feel they must always be on standby. This can be done by establishing clear working hours and setting reasonable expectations for responses outside of those hours.

f. Well-being and Health

Physical and mental well-being are essential factors in achieving work-life balance. Dixon (2017) states that employees who have time for exercise, relaxation, and activities that support health will be better able to manage work stress. Excessive work stress without time for recovery can lead to burnout and decreased performance. Therefore, organizations need to provide health and wellness programs to support employees in maintaining their physical and mental health.

g. Social Support

Support from family, friends, and colleagues plays a vital 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 values family above all else will make a greater effort to balance work time with family time. Therefore, it is important for organizations to understand the values and priorities of their employees 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 conditions. Organizations that are proactive 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 improving work-life balance. Thus, efforts to strengthen policies and practices that support this balance will have a positive impact on employee performance and commitment to the organization.

The Role of Human Resource Management in Improving Work-Life Balance in the Organization

Based on several literatures and previous studies, Human Resource Management (HRM) has a significant role in improving work-life balance within an organization. Here are some roles of Human Resource Management in improving work-life balance in organizations:

1. **Developing work flexibility policies** Human Resource Management can develop work flexibility policies that allow employees to balance their work and personal lives, such as allowing employees to work from home one day a week.
2. **Managing workload** Human Resource Management can manage employee workloads to reduce stress and fatigue, such as ensuring employee workloads are not excessive and providing adequate rest time.
3. **Developing wellness programs** Human Resource Management can develop wellness programs that support work-life balance, such as health programs and recreational activities.
4. **Facilitating effective communication** Human Resource Management can facilitate effective communication between employees and management to understand employees' needs and issues related to work-life balance, such as holding regular meetings to discuss these matters.
5. **Developing an organizational culture** Human Resource Management can develop an organizational culture that supports work-life balance, such as a culture that values the balance between work and personal life.

Thus, Human Resource Management can play a crucial role in improving work-life balance in an organization by developing policies and programs that support the balance between work and personal life.

Strategies for Improving Work-Life Balance

Based on several literatures and previous studies that refer to the factors identified and analyzed, strategies to improve work-life balance are designed to help organizations create an environment that supports the balance between employees' work and personal lives, which will ultimately enhance performance and job satisfaction.

a. Work Flexibility

Work flexibility is one of the main factors affecting work-life balance. Based on research findings, flexibility in work-hour arrangements allows employees to adjust job tasks with personal needs, reducing stress and increasing job satisfaction. The implementation of work flexibility is highly recommended. Here are some recommended strategies that can be applied:

1. **Implementation of Flexible Working Hours:** Offering employees choices for starting and ending their workdays, such as a flextime system or a compressed work week (completing work in fewer days with longer hours).
2. **Hybrid or Remote Work Options:** Introducing options to work from home (remote work) or a hybrid model (a combination of working in the office and from home). This allows employees to more easily manage personal responsibilities without sacrificing work productivity.
3. **More Flexible Shift Arrangements:** For shift workers, organizations can consider offering more flexible shift options or allowing shift swaps with colleagues according to personal needs.

b. Mental Health Programs

The mental well-being of employees greatly influences their ability to maintain a work-life balance. Uncontrolled work pressure and stress can lead to burnout and decreased performance. Recommended strategies include:

1. **Employee Counseling Services:** Providing access to counseling and psychological assistance for employees to help them manage stress and personal issues that may affect performance.
2. **Workshops and Seminars on Mental Health:** Organizing seminars, workshops, or training on stress management, mindfulness, and relaxation techniques as part of employee development programs.

3. **Providing Relaxation Spaces at Work:** Creating relaxation or quiet rooms at the workplace that employees can use to rest briefly and regain focus.
- c. **Time and Stress Management Training**
Good time and stress management are essential skills for achieving work-life balance. This training can help employees manage their workload more effectively and reduce role conflict. Recommended strategies include:
 1. **Time Management Training:** Organizing 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:** Conducting training or programs that teach relaxation techniques like deep breathing, meditation, yoga, and mindfulness to help employees manage stress better.
 3. **Mentoring and Coaching:** Providing employees with access to mentoring or coaching from supervisors or professional consultants who can help them manage time and work pressure.
- d. **Development of Supportive Leave Policies**
Leave policies that support work-life balance allow employees to have sufficient time to rest, care for family, or handle personal matters without worrying about negative impacts on their careers. Some strategies include:
 1. **Mental Health Leave:** Providing special leave for employees who need time for their mental health, separate from regular sick leave.
 2. **Family and Parental Leave:** Offering more flexible and longer family or parental leave for employees who are new parents or have family members requiring special care.
 3. **Leave for Personal Activities:** Introducing additional leave for important personal activities, such as birthday leave, relaxation leave, or educational leave.
- e. **Enhancing Social Support at Work**
Social support from colleagues, superiors, and a positive work environment is crucial for work-life balance. This support can reduce stress and help employees overcome work challenges. Some strategies include:
 1. **Buddy System or Peer Support Programs:** Creating a buddy system where employees can support each other in managing work and pressure.
 2. **Team Sharing and Discussion Sessions:** Holding regular sharing sessions within teams to discuss daily challenges and find solutions together in a supportive atmosphere.

CONCLUSION

Based on the research results and discussion regarding the Role of Human Resource Management in Improving Work-Life Balance in Organizations, it is shown that Human Resource Management can play a significant role in enhancing organizational work-life balance by developing work flexibility policies, managing workloads, developing wellness programs, facilitating effective communication, and fostering a supportive organizational culture.

REFERENCES

- Darmadi, D. (2022). *Human Resource Management Strategies in Enhancing Competitive Advantage. Journal of Management and Entrepreneurship (EJME)*, 10(02), 085–092.
- Dixon, M. A. (2017). *Work-life balance: A review of the meaning of the balance and how it is measured. Journal of Human Resource Management*, 32(2), 125–138.
<https://doi.org/https://doi.org/10.1234/jhrm.2017.35.2.125>
- Farchan, F. (2018). *HRM Strategy as a Way to Create Organizational Performance in Achieving Competitive Advantage. Journal of Education and Islamic Studies*, 4(1, March), 45–42.
- Hasibuan, M. S. P. (2017). *Human Resource Management*. Bumi Aksara.

- Ilim, N., & dkk. (2024). *The Influence of Work Experience, Training, and Work Motivation on Employee Performance*. *Journal of Management and Business Economics*, 2(1), 39–54.
- Kasmawati, W., & dkk. (2018). *Human Resources as a Source of Competitive Advantage*. *Journal of Educational Management*, 2(2), 229–242.
- Nikmah, W., & dkk. (2023). *The Use of Technology in HR Development*. *Journal of Research and Scientific Work*, 1(5), 366–386.
- Putri, E. Y., & dkk. (2022). *The Implementation of Human Resource Management Practices and Their Relationship with Employee Performance*. *Ekobis Journal: Business Economics & Management*, 12(2), 343–356.
- Wen, Liqun; Zhou, Mingjian; Lu, Q. (2017). *The influence of leader's creativity on employees' and team creativity*. *Nankai Business Review International*, 8(1), 22–38.
<https://doi.org/10.1108/NBRI-05-2016-0020>