MANEGGIO JOURNAL

# Work-Life Balance and Its Impact on Employee Performance

**Risa Arifian[1], Sujoko[2]**
Universitas Teknologi Yogyakarta[1,2]

Email*: risaarfiany@gmail.com

**ABSTRACT**

*The development of the modern work environment characterized by high flexibility, intense performance demands, and the use of digital technology has blurred the boundaries between employees' work and personal lives. This condition places work-life balance as a strategic issue in human resource management. This study aims to analyze the meaning of employees towards work-life balance, the dynamics of its application in the organizational environment, and its implications on employee performance. The research approach used is qualitative with a descriptive-exploratory design. Data was collected through semi-structured in-depth interviews with purposively selected employees, supported by organizational observations and documentation. Data analysis was carried out using thematic analysis to identify key patterns and themes that emerged from the informant's experience. The results of the study show that work-life balance is understood as the ability to control the demands of work roles and personal life in harmony. The implementation of work-life balance is influenced by organizational policies, supervisory support, workload, and the prevailing work culture. Employees who experience work-life balance show more stable levels of motivation, focus, and performance quality, while imbalances trigger burnout and decreased performance. These findings confirm that work-life balance plays an important role in maintaining the sustainability of employee performance. This research provides practical implications for organizations in designing human resource policies that are oriented towards long-term well-being and performance*

**Keywords:** *Employee Performance; Work-Life Balance; Work-Life Balance*

## INTRODUCTION

Changes in the global work environment show an increase in the intensity of competition, an acceleration of technological innovation, and increasingly high performance demands for organizations and individuals. This dynamic encourages companies to demand employees to work more flexibly, responsively, and be ready to face strict targets. Digital technology expands workspace and working time through communication devices that are always connected to professional activities. These work patterns contribute to the reduction of clear boundaries between employees' work and personal lives. Continuous work pressure poses a risk of physical and psychological fatigue if not managed in a balanced manner (Roopavathi & Kishore, 2021; Isa & Indrayati, 2023). This condition has the potential to reduce the overall quality of life of employees. Impaired quality of life is often correlated with decreased focus and work

energy. This situation places the issue of work-life balance as an important concern in modern management studies.

Modern organizations increasingly recognize that human resources are a strategic asset that determines the company's long-term success. Employee performance is a key indicator reflecting the effectiveness of work processes and the achievement of organizational goals. Optimal performance levels depend not only on an employee's technical skills and work experience. Psychological factors such as satisfaction, motivation, and emotional well-being also influence individual work outcomes. Excessive workloads without proportional time management can disrupt employees' psychological stability. This imbalance has the potential to trigger prolonged work stress. Unmanaged work stress can reduce concentration and the quality of decision-making. This situation demonstrates that employee performance cannot be separated from the aspect of work-life balance (Tamunomiebi & Oyibo, 2020).

Employee well-being is growing as organizations increasingly recognize the importance of sustainable work. The concept of work-life balance emerged as an approach that emphasizes the harmony between work demands and personal life needs. This balance allows employees to fulfill their professional roles without sacrificing physical and mental health. A work environment that supports work-life balance tends to create a more positive work atmosphere (Wiradendi, 2020). A conducive work environment contributes to increased employee satisfaction and commitment. High levels of satisfaction often encourage employees to deliver optimal performance. The reciprocal relationship between well-being and performance demonstrates the strategic role of work-life balance. This perspective makes work-life balance a crucial element in human resource management (Ardiansyah & Surjanti, 2020).

Human resource management practices have begun to adopt various policies that support work-life balance. Flexible working hours, remote work, and adaptive leave policies are examples of widely implemented policies. These policies aim to provide employees with the space to manage their time more effectively (Sayekti, 2022; Hong & Susanto, 2024). Good time management enables employees to balance work responsibilities and personal needs. This balance has the potential to increase energy and work enthusiasm. Maintaining work enthusiasm can positively impact individual productivity. Increased productivity is a tangible contribution to achieving organizational goals. The implementation of work-life balance is thus not only normative but also strategic.

Differences in job characteristics and organizational culture influence the effectiveness of work-life balance implementation. High-demand work environments with long hours often present greater challenges in achieving balance. Employees in certain sectors are at risk of experiencing role conflict between work and personal life. This role conflict can cause emotional tension that impacts work quality. Decreased work quality can be seen in increased errors and decreased creativity. Low creativity has the potential to hinder innovation within an organization, demonstrating that work-life imbalance has broad implications (Muliawati & Frianto, 2020). These implications extend to both individual and overall organizational performance.

Badrianto & Ekhsan (2021) found that work-life balance shows a significant relationship with various employee performance indicators. Research findings reveal that employees with a good level of balance tend to have higher work motivation. Strong work motivation plays a crucial role in driving the achievement of work targets. Consistent target achievement reflects optimal individual performance. Employees who feel balanced also exhibit lower levels of work fatigue. Low levels of fatigue enable employees to maintain focus and work quality. This relationship strengthens the

assumption that work-life balance contributes to improved performance. This empirical evidence demonstrates the relevance of work-life balance in human resource management studies (Nadapdap & Harahap, 2023; Nawano et al., 2024).

The development of flexible work patterns post-pandemic further reinforces the urgency of discussing work-life balance. The boundaries between work and personal space have become increasingly blurred due to the dominance of digital technology. Employees face new challenges in separating work time from rest time. This unclear boundary has the potential to increase hidden work stress. Persistent work pressure can impact employee mental health. Poor mental health often has a direct impact on work performance. Decreased work performance can be detrimental to organizations in the long run. This situation demands a deeper understanding of the impact of work-life balance on performance (Mardiani & Widiyanto, 2021).

The need for scientific studies on work-life balance and employee performance is becoming increasingly relevant in today's workplace. Systematic research is needed to explain the relationship between work-life balance and employee performance. A comprehensive understanding can help organizations formulate more effective human resource policies. Policies based on empirical evidence have greater potential to improve employee well-being. Maintained well-being can encourage employees to make optimal contributions to the organization. This optimal contribution is reflected in improved individual and team performance. The mutually reinforcing relationship between work-life balance and performance underscores the importance of this topic. Focusing research on this aspect is expected to provide theoretical and practical benefits for the development of human resource management.

## METHOD

This study uses a qualitative approach with a descriptive-exploratory research design to deeply understand the experiences, perceptions, and meanings constructed by employees regarding the implementation of work-life balance and its impact on work performance. A qualitative approach was chosen because the research focuses on exploring social and psychological phenomena that are subjective, contextual, and cannot be fully explained through quantitative measurements. The descriptive-exploratory design allows researchers to explore patterns, dynamics, and relationships that emerge from the interaction between work demands and employees' personal lives. This study seeks to capture the reality of work as experienced directly by the research subjects. The primary focus of the research is directed at how employees interpret work-life balance and its implications for performance quality. This approach is relevant for uncovering the complexity of work experiences in modern organizational environments. Qualitative research provides space for the emergence of new findings beyond the initial theoretical framework. This approach supports a holistic understanding of the phenomena studied.

The research subjects were selected using a purposive sampling technique, with the criteria being employees who had worked for at least one year and had job responsibilities that required intensive time management. Subject selection was based on the consideration that employees with this length of service had sufficient experience in balancing work and personal life demands. Variations in work backgrounds and job positions were considered to obtain diverse perspectives. The number of informants was determined based on the principle of data sufficiency until information saturation was reached. This criterion enabled the researcher to obtain rich and in-depth data. Research subjects were expected to be able to critically reflect on their work experiences. The informant selection process was carried out in stages according to the research needs. This approach ensured the relevance and depth of the data collected.

Data collection techniques were conducted through in-depth semi-structured interviews as the primary method to explore informants' views and experiences. The interview guide was developed based on a conceptual framework of work-life balance and employee performance, while still providing flexibility for informants to develop answers. The interview process enabled researchers to understand personal narratives related to time management, work pressure, and performance perceptions. Non-participant observation was conducted as a supporting technique to understand work situations and organizational interactions. Organizational documentation was used as a supplementary data source to strengthen the research findings. The combination of data collection techniques aimed to increase the depth and accuracy of the information. Method triangulation was used to minimize data bias. This approach strengthens the validity of the research findings.

Data analysis was conducted using thematic analysis techniques through a process of reduction, categorization, and the extraction of key themes. Interview data were transcribed verbatim to maintain the integrity of the information's meaning. The coding process was conducted openly to identify patterns and concepts emerging from the data. Similar codes were then grouped into more abstract categories. These categories were then developed into themes that represent the relationship between work-life balance and employee performance. The analysis process was conducted iteratively by comparing data across informants. Data interpretation was based on the relationship between empirical findings and relevant theoretical frameworks. This approach enabled the drawing of contextual and meaningful conclusions.

Data validity was maintained through the application of credibility, transferability, dependability, and confirmability criteria. Credibility was strengthened through triangulation of sources and techniques, as well as member checking with informants. Transferability was achieved by presenting detailed contextual descriptions of the research subjects and environment. Dependability was maintained through systematic and transparent recording of the research process. Confirmability was achieved by maintaining researcher objectivity through data trail audits and researcher reflection. This approach ensured that research findings were scientifically accountable. Qualitative validity was a primary concern at every stage of the research. This method supported the quality and integrity of research results.

## RESULT AND DISCUSSION

### Employee Perceptions of Work-Life Balance in a Modern Work Environment

Employees' understanding of work-life balance is shaped through repeated work experiences and intense interaction with organizational demands. Employees view work-life balance as more than simply dividing time between work and personal life, but rather as the ability to manage role demands so that neither dominates. This perception develops with increasing target pressure, work flexibility, and high expectations of responsiveness (Diniawaty & Prahiawan, 2024). One informant stated that

*"Work now feels like it's never really finished because work can come in at any time."*

This perspective demonstrates a shift in the meaning of work, no longer confined to formal time and space. Employees perceive balance as achieved when they have the autonomy to determine their own work boundaries. This autonomy is perceived as a form of organizational trust in employees (Sabid & Fitrianingrum, 2025; Rezki et al., 2025). This trust is a crucial element in building a sense of control over their work lives.

Employees' understanding of work-life balance is also influenced by their personal circumstances. Employees with family responsibilities tend to define balance as the ability to fulfill domestic roles without sacrificing professional performance. One informant revealed that

*"I feel balanced if I can still accompany my family without feeling left behind by work."*

This statement demonstrates that balance is understood as role harmony, not a reduction in work commitment. Single employees place greater emphasis on balance in energy management and mental health. This difference demonstrates the subjective nature of the concept of work-life balance. This subjectivity enriches understanding of the variety of work experiences. The varied meanings are a consequence of the complexity of modern work realities (Muhammad et al., 2025).

The interaction between organizational culture and personal values also shapes how employees interpret work-life balance (Saranga, 2022). Work cultures that normalize overtime and full availability often blur the boundaries of ideal balance. Employees in such environments tend to perceive balance as elusive. One informant stated that

*"Overtime is considered normal, so if you go home on time you actually feel guilty."*

This statement reflects the internalization of organizational norms into individual perceptions. These norms influence how employees evaluate what is considered ideal work behavior. Balance is then understood as a compromise between personal needs and social expectations. This compromise process is part of employees' adaptation to the work environment.

The meaning of work-life balance is also closely related to the experience of stress and work fatigue. Employees who have experienced burnout tend to have a higher awareness of the importance of balance. This awareness arises as a reflection on the negative impact of imbalances that have been experienced. An informant stated that

*"When I started getting sick a lot and losing focus, I realized there was something wrong with the way I worked."*

This experience formed a new meaning regarding the limits of one's abilities. Balance is then understood as a preventive strategy to maintain the sustainability of performance. This meaning shows a close relationship between welfare and work performance. This relationship is the basis for a change in attitude towards work patterns.

Over time, employees' meanings of work-life balance develop into part of the expectations of the organization. Employees begin to assess the quality of the workplace based on the extent to which the organization supports work-life balance. An informant said that

*"Now I choose to stay or move jobs based on whether the company values personal time."*

The statement indicates a shift in priorities in career decisions. Balance is an indicator of the quality of the working relationship. These expectations affect the level of

employee commitment and loyalty. This developing meaning places work-life balance as a strategic issue. This strategic position strengthens the relevance of this study in human resource management.

Dynamics of the Implementation of Work-Life Balance and the Organizational Factors That Affect ItThe implementation of work-life balance in the organizational environment takes place through a combination of formal policies and daily work practices. Organizations generally provide time flexibility policies as a form of support for work-life balance (Bello et al., 2024). The policy is perceived positively by employees because it provides a more adaptive time management space. An informant stated that

*"The flexibility of working hours goes a long way in helping to prioritize without reducing responsibility."*

This perception suggests that formal policies have an important initial role. Policy effectiveness is highly dependent on consistency of implementation at the operational level. Inconsistencies often create ambiguity for employees, which has the potential to reduce the benefits of policies that have been designed (Limatujuh & Perdhana, 2023). The role of the immediate boss emerged as a key factor in the dynamics of implementing work-life balance. Employer support determines the extent to which employees feel safe using the available policies. An informant revealed that

*"The rules are there, but it's up to the boss whether we can really use them."*

This statement highlights the role of leadership in shaping the work climate. Supportive superiors create a healthier psychological space, allowing employees to balance roles without fear of negative judgment. Insensitive leadership actually amplifies hidden work pressures, hindering the creation of a sustainable balance (Soelton, 2023). Workload is a structural factor that directly influences the implementation of work-life balance (Hadiyanto & Prasadjaningsih, 2025). High targets and tight deadlines often limit the available flexibility. Employees expressed that

*"flexible on paper, but targets remain the same or even increase."*

This situation demonstrates a mismatch between policy and work reality. Disproportionate workloads negate the benefits of flexible working hours. Employees are then forced to sacrifice personal time to meet work demands. These sacrifices impact long-term well-being. This situation underscores the importance of structural adjustments in implementing work-life balance.

Organizational culture can either strengthen or weaken work-life balance practices. A culture that values results over process tends to encourage excessive work hours. One informant stated that

*"What is assessed is still the results, not how we maintain balance."*

This statement demonstrates a narrow performance orientation. This orientation hinders the integration of work-life balance into the appraisal system. This work culture creates a paradox between well-being and productivity. Employees face a dilemma between maintaining balance and meeting performance expectations. This dilemma highlights the complexity of implementing work-life balance at the organizational level.

The interaction between policy, leadership, workload, and culture shapes the overall dynamics of work-life balance implementation. Disharmony between these factors creates a gap between design and practice. One informant concluded that

> *"work-life balance feels more like a slogan than a reality."*

These statements reflect the collective experiences of employees. These experiences serve as important indicators in evaluating human resource policies. Effective implementation requires a holistic approach. This approach must simultaneously consider both structural and cultural aspects. Without such integration, work-life balance is difficult to achieve.

**Implications of Work-Life Balance on Employee Performance**

The implications of work-life balance on employee performance are reflected in changes in energy levels and work focus. Employees who feel balanced report more stable concentration throughout work hours. One informant stated that

> *"When rest time is maintained, work can be completed more quickly and neatly."*

This statement demonstrates the relationship between energy recovery and productivity. Balance allows employees to work with more consistent quality, a key indicator in performance assessments (Arfandi & Kasran, 2023; Pasaribu et al., 2025). Employees prioritize not only task completion but also the quality of their work. This relationship demonstrates the psychological mechanisms underlying improved performance.

Work motivation is also significantly influenced by the level of work-life balance. Employees who have space for their personal lives demonstrate stronger intrinsic motivation. One informant revealed that

> *"I am more enthusiastic about working because I feel that life is not only about work."*

This motivation drives greater engagement in tasks. Work engagement contributes to greater initiative and responsibility. Employees become more proactive in solving problems. This proactivity positively impacts the achievement of team goals. Thus, work-life balance serves as a source of ongoing motivation. Work-life balance also influences employees' emotional stability in the face of work pressure. Balanced employees demonstrate better emotional regulation skills. One informant stated that

> *"I don't get emotional easily because I have time to calm down."*

Emotional stability helps employees deal with conflict and stress more rationally, supporting more accurate decision-making (Nurdiah, 2025). Accurate decisions contribute to work effectiveness. This effectiveness is a crucial component of individual performance. This relationship underscores the role of emotional well-being in work performance.

Work-life imbalance has been shown to have the opposite effect on employee performance (Paulus et al., 2026). Employees experiencing burnout tend to exhibit decreased work quality and accuracy. One informant revealed that

*"When you're tired, work feels slow and you often make mistakes."*

This statement reflects the direct impact of fatigue on performance. Work errors increase the burden of correction and decrease efficiency. This decreased efficiency impacts overall team performance. This condition also has the potential to decrease job satisfaction; this chain of impacts demonstrates the serious consequences of imbalance (Puspita & Nasution, 2025). Overall, work-life balance acts as a buffer factor that maintains sustainable employee performance. Balance allows employees to maintain performance without sacrificing long-term health. One informant concluded that

*"Best performance occurs when life feels more balanced."*

This statement represents a synthesis of informants' experiences. Performance is understood as a result of humane working conditions. This perspective broadens the understanding of performance beyond quantitative measures. The relationship between balance and performance is dynamic and interconnected. This finding underscores the importance of integrating work-life balance into performance management strategies.

**CONCLUSION**
Based on the discussion, employees understand work-life balance as the ability to manage the demands of work and personal life harmoniously without negating each other's roles. This understanding is formed through work experience, personal circumstances, and interactions with organizational culture and policies. The implementation of work-life balance depends not only on formal policies but is also heavily influenced by superior support, workload, and prevailing work norms. A misalignment between policies and actual practices creates a gap that hinders the realization of work-life balance. Employees who perceive real support for balance demonstrate more stable levels of energy, focus, and work motivation. This state of psychological well-being contributes to improved quality and consistency of performance. Conversely, work-life imbalance triggers fatigue, stress, and decreased work effectiveness. These impacts are not only felt individually but also affect team and organizational performance. Work-life balance serves as a buffer factor that maintains the sustainability of employee performance in the long term. The relationship between work-life balance and performance is dynamic and mutually influential. Research findings confirm that optimal performance cannot be separated from employee well-being. Therefore, integrating work-life balance into human resource management strategies is a strategic necessity.

**REFERENCES**
Ardiansyah, C. A., & Surjanti, J. (2020). Pengaruh work life balance terhadap kinerja karyawan melalui komitmen organisasi pada karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. Jurnal Ilmu Manajemen, 8(4), 1211.
Arfandi, A., & Kasran, M. (2023). Pengaruh Work Life Balance dan Gaya Kepemimpinan terhadap Kinerja Karyawan pada PT. Sumber Graha Sejahtera (SGS) Luwu. Jesya (Jurnal Ekonomi dan Ekonomi Syariah), 6(2), 1861-1872.
Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. Jesya (Jurnal Ekonomi dan Ekonomi Syariah), 4(2), 951-962.

Bello, B. G., Tula, S. T., Omotoye, G. B., Kess-Momoh, A. J., & Daraojimba, A. I. (2024). Work-life balance and its impact in modern organizations: An HR review. World Journal of Advanced Research and Reviews, 21(1), 1162-1173.

Diniawaty, S. A., & Prahiawan, W. (2024). Membangun harmoni: Kajian literatur tentang keterkaitan keterlibatan kerja dan work-life balance. Jurnal Ema, 9(1), 42-55.

Hadiyanto, I. F., & Prasadjaningsih, O. (2025). Analisis Pengaruh Beban Kerja, Stres Kerja dan Work Life Balance terhadap Kebahagiaan di Tempat Kerja melalui Psychological Capital (Studi pada Karyawan Level Supervisor Kontraktor Pertambangan di Kalimantan). Transekonomika: Akuntansi, Bisnis Dan Keuangan, 5(2), 707-726.

Hong, F., & Susanto, R. (2024). Pengaruh Work Life Balance Terhadap Kinerja Karyawan. Jurnal Bangun Manajemen, 3(1), 195-200.

Isa, M., & Indrayati, N. (2023). The role of work–life balance as mediation of the effect of work–family conflict on employee performance. SA Journal of Human Resource Management, 21, 1910.

Limatujuh, E., & Perdhana, M. S. (2023). WORKLIFE BALANCE: SOCIAL DYNAMICS OF WORK LIFE. Journal Return, 2(6).

Mardiani, I. N., & Widiyanto, A. (2021). Pengaruh work-life balance, Lingkungan Kerja dan Kompensasi terhadap Kinerja karyawan PT Gunanusa Eramandiri. Jesya (Jurnal Ekonomi dan Ekonomi Syariah), 4(2), 985-993.

Muhammad, F. R., Siregar, M. Y., & Fatihaturrizqi, M. (2025). Work-Life Balance Sebagai Strategi Retensi Karyawan Milenial Dan Gen Z. Manajemen Sumber Daya Manusia, 2(1), 20-27.

Muliawati, T., & Frianto, A. (2020). Peran work-life balance dan kepuasan kerja terhadap kinerja karyawan milenial: studi literatur. Jurnal Ilmu Manajemen (JIM), 8(2).

Nadapdap, B. F., & Harahap, K. (2023). Pengaruh Work-Life Balance Dan Lingkungan Kerja Terhadap Kinerja Karyawan. Transekonomika: Akuntansi, Bisnis Dan Keuangan, 3(5), 827-842.

Nawano, R., Sarpan, S., Wahyuni, N., Mofu, C. J., & Fikri, M. N. (2024). Work-Life Balance Terhadap Kinerja Karyawan. Jurnal Manajemen, 11(2), 180-186.

Nurdiah, S. (2025). Peran kecerdasan emosional dalam menyelesaikan konflik di tempat kerja: Sebuah tinjauan konseptual. E-logis: Jurnal Ekonomi Logistik, 7(1), 120-136.

Pasaribu, H., Ghozali, Z., Susilawati, M., & Masnoni, M. (2025). Transformation of Strategic Management Accounting to Support Innovation and Competitive Advantage in the Digitalization Era. Jurnal Nawala, 2(1), 213-225.

Paulus, J., Kahimpong, M., & Darondo, N. (2026). Konseling Pastoral dalam Memperkuat Ketahanan Emosional Pekerja. THEOSEBIA: Journal of Theology, Christian Religious Education and Psychospiritual, 3(1), 51-64.

Puspita, D., & Nasution, S. M. (2025). Pengaruh Konflik Dan Stres Kerja Terhadap Kesejahteraan Karyawan. Jurnal Public Issues: Jurnal Ilmu Sosial, Humaniora, Politik dan Kebijkan Publik (JISHPKP), 2(2), 1-13.

Rezki, M., Komalasari, S., & Hidayat, T. (2025). Work-life balance, strategi kary Strategi Karyawan dalam Menjaga Work-Life Balance: Studi Kualitatif pada Karyawan PERUMDA Pasar Bauntung Batuah Kab. Banjar. Jurnal Psikologi Pendidikan dan Pengembangan SDM, 13(2), 11-19.

Roopavathi, S., & Kishore, K. (2021). The impact of work life balance on employee performance. Journal of Interdisciplinary Cycle Research, 12(10), 31-37.

Sabid, N. A., & Fitrianingrum, A. (2025). Pengaruh lingkungan kerja dan work-life balance terhadap kepuasan kerja. Studi Ilmu Manajemen dan Organisasi, 6(2), 317-335.

Saranga, R. (2022). Pengaruh Employee Engagement, Work-Life Balance dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pt Prasetia Dwidharma Kantor Makassar) (Doctoral dissertation, Universitas Hasanuddin).

Sayekti, L. N. (2022). Work Life Balance Dan Work Engagement: Dampaknya Terhadap Kepuasan Kerja Dan Kinerja Karyawan. Jurnal Aplikasi Bisnis, 132-142.

Soelton, M. (2023). How did it happen: Organizational commitment and work-life balance affect organizational citizenship behavior. Jurnal Dinamika Manajemen, 14(1), 149-164.

Tamunomiebi, M. D., & Oyibo, C. (2020). Work-life balance and employee performance: A literature review. European Journal of Business and Management Research, 5(2).

Wiradendi Wolor, C. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. Journal of critical reviews..