

The Role of Human Resource Management on Employee Performance through Work-Life Balance

HRM Strategy
Through Work-Life
Balance

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ABSTRACT

This study explores the human resource management strategy, focusing on the role of work-life balance in enhancing employee performance. The company's moderate performance serves as the main context of the problem. Using a qualitative case study approach, data were collected through interviews, observations, and documentation. Findings show that implementing work-life balance through time flexibility, satisfaction balance, and involvement balance positively impacts employee motivation, loyalty, and commitment to work. A SWOT analysis places the company in the growth quadrant, highlighting its strengths and opportunities for further development. However, challenges remain, particularly regarding the absence of standard operating procedures and issues of discipline, which hinder optimal performance. The study concludes that work-life balance is a critical factor in improving employee performance and should be integrated into the company's human resource strategy to achieve sustainable growth. Strengthening standard operating procedures and discipline policies is recommended to maximize the positive impact of work-life balance initiatives on performance outcomes.

Keywords: Employee Performance, Human Resource Management, SWOT Analysis, Work-Life Balance.

ABSTRAK

Studi ini mengeksplorasi strategi manajemen sumber daya manusia dengan fokus pada peran keseimbangan kerja-kehidupan dalam meningkatkan kinerja karyawan. Kinerja perusahaan yang moderat menjadi konteks utama permasalahan. Dengan menggunakan pendekatan studi kasus kualitatif, data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Temuan menunjukkan bahwa penerapan keseimbangan kerja-kehidupan melalui fleksibilitas waktu, keseimbangan kepuasan, dan keseimbangan keterlibatan berdampak positif terhadap motivasi, loyalitas, dan komitmen karyawan terhadap pekerjaan. Analisis SWOT menempatkan perusahaan pada kuadran pertumbuhan, yang menyoroti kekuatan dan peluangnya untuk pengembangan lebih lanjut. Namun, tantangan tetap ada, terutama terkait ketiadaan prosedur operasi standar dan masalah disiplin, yang menghambat kinerja optimal. Secara keseluruhan, studi ini menyimpulkan bahwa keseimbangan kerja-kehidupan merupakan faktor penting dalam meningkatkan kinerja karyawan dan harus diintegrasikan ke dalam strategi sumber daya manusia perusahaan untuk mencapai pertumbuhan berkelanjutan. Penguatan prosedur operasi standar dan kebijakan disiplin direkomendasikan untuk memaksimalkan dampak positif inisiatif keseimbangan kerja-kehidupan terhadap hasil kinerja.

Kata kunci: Kinerja Karyawan, Keseimbangan Kerja dan Kehidupan, Manajemen Sumber Daya Manusia, Analisis SWOT.

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INTRODUCTION

In today's business world, getting the best performance from employees is very important for companies to stay strong and grow. One key idea that helps is work-life balance, which means employees can handle their job duties and personal life without too much stress. When this balance is good, workers feel happier, stay longer with the company, and do their jobs better (Zheng et al., 2015; Kusena, 2023; Erwina et al., 2024). Many studies Youndt et al. (1996) and Sang et al. (2007) show that work-life balance reduces stress, increases job satisfaction, and lowers the chance of employees leaving the company. However, not every company can make this balance work well, especially small and young firms that are still building their systems.

Work stress is the opposite of work-life balance and can hurt both employees and the company. It makes people less productive, more absent, and even causes health problems. On the other hand, good work-life balance programs help attract new workers, keep current ones, and make everyone more excited to reach company goals (Sawitri, 2024; Herrera-Ballesteros et al., 2025; Pratama, 2025). Employees who feel supported in their personal life are usually more motivated and loyal (Badri & Panatik, 2017; Ahmad et al., 2022; Jamaludin et al., 2022). This balance also brings new ideas, better teamwork, and stronger relationships at work. Because of this, the human resource department has a big role in creating rules that support work-life balance (Setiyati & Hikmawati, 2019). Such rules help keep good workers, raise productivity, and build a positive company culture.

Even though many researchers have studied work-life balance in big companies or certain industries, there are still few studies on small engineering firms in Indonesia. According to Supriyanto et al. (2023), many young companies in Indonesia face problems with unclear rules and low discipline, which make it hard to get the full benefit of work-life balance programs. Morrison (2000) also points out that traditional work systems often resist flexible policies, especially in new firms that do not yet have Standard Operating Procedures (SOPs). This creates a clear research gap: we need more information on how work-life balance can work in small companies that are still growing and do not have strong HR systems yet.

PT. AffinTeknindo Sarana (ATS) is a good example to study. It is a young company in Pamulang, South Tangerang, that works in engineering, sales, and maintenance of plate heat exchangers. From 2021 to 2023, employee performance at PT. ATS stayed in the moderate category because of unstable work systems, high absenteeism, and lack of clear rules. The company has started flexible hours and rest time, but many workers still find it hard to balance work and personal life. This happens because the company is still new, so many rules are still being tested. Some employees come late or miss work, and there is no strong guidance for everyone to follow.

The research gap above leads to the main purpose of this study. This study wants to explore how work-life balance strategies can be used in human resource management to improve employee performance at PT. ATS. By looking at a real case, the study hopes to find out what works well, what problems still exist, and how the company can grow better. It also aims to give practical ideas, such as making stronger SOPs and discipline rules, so that work-life balance can really help the company reach its goals. In the end, this research shows that work-life balance is not just a nice extra thing, it is a must-have strategy for small companies that want to keep good workers and stay competitive in the market.

LITERATURE REVIEW

Work-Life Balance and Human Resource Management

Work-life balance has become a central topic in Human Resource Management (HRM) because it is directly related to employee well-being and organizational success. One common indicator of low organizational commitment is a high turnover rate among employees (Dousin et al., 2019; Wayoi et al., 2021). Effective Human Resource (HR) strategies that integrate work-life balance are believed to reduce turnover intention, particularly among younger generations who highly value workplace flexibility and supportive environments (Rockström et al., 2009; Iqbal et al., 2024). Research

consistently shows that the presence of work-life balance significantly enhances work engagement, which consequently improves employee loyalty, commitment, and overall productivity (Wright & McMahan, 1992; Youndt et al., 1996; Vitousek et al., 1997; Bhattacharya & Haldar, 2013). Human resource departments often provide supporting initiatives such as employee assistance programs, counseling services, and stress management workshops to help employees manage professional and personal responsibilities more effectively (Bello et al., 2024). In addition, organizational policies such as flexible scheduling, remote working opportunities, and personal leave options are important aspects of promoting work-life balance. These initiatives not only increase job satisfaction but also strengthen employees' sense of commitment to the organization (Hutagalung et al., 2020; Tamunomiebi & Oyibo, 2020; Damayanti & Prohimi, 2023).

In rapidly changing business environments, companies that are able to prioritize human resource development through adaptive strategies tend to be more resilient and competitive. Effective HR practices are not limited to operational productivity but also emphasize fulfilling employees' functional, social, and personal needs in a balanced way (Wright et al., 1994; Vörösmarty et al., 2010). A healthy balance between work and personal life has been linked to higher satisfaction levels, which subsequently enhances motivation and commitment to organizational objectives (Badri & Panatik, 2017; Rahman et al., 2020; Ghifari et al., 2024).

Moreover, employees who feel supported by their organizations are less likely to consider leaving, thus reducing turnover intention. High turnover intention has been recognized as a negative factor for organizational performance, as it can lead to reduced employee initiative, greater absenteeism, and diminished enthusiasm for work (Zheng et al., 2015; Hossain et al., 2024; Pastina Joy Princy & Bhavani, 2025). Therefore, HR strategies centered on work-life balance are not only beneficial for individual well-being but also crucial for attracting and retaining top talent. This dual benefit strengthens both internal performance and the external reputation of the organization (Nandhini, 2018; Han & Bi, 2024; Yao et al., 2024; Nagalakshmi et al., 2025).

Work-Life Balance and Employee Performance

The role of proactive human resource management in implementing work-life balance policies is increasingly recognized as a source of long-term competitive advantage. Companies that invest in such strategies tend to achieve sustainable growth because employees perceive these initiatives as a strategic investment rather than a mere workplace benefit. Studies highlight that around 31.25% of employees with poor work-life balance are at risk of leaving their jobs, which emphasizes the importance of managerial intervention (Bakker & Demerouti, 2007; Del Giudice & Maggioni, 2014; Nor et al., 2017; Rizqulloh et al., 2024). When work-life balance is integrated effectively, employees are more likely to remain committed, engaged, and productive. Balanced policies foster positive relationships between co-workers and supervisors, creating a healthier work atmosphere and stronger teamwork. Consequently, employee performance is not only improved at the individual level but also contributes to collective organizational success. This aligns with findings that show work-life balance significantly strengthens organizational commitment, which reduces turnover intention and enhances employee productivity and quality of work (Mwangi et al., 2016; Badri & Panatik, 2017; Ghifari et al., 2024).

On the contrary, a lack of balance between professional and personal roles can decrease morale, raise stress levels, and result in declining productivity. Such conditions may trigger employees' intentions to resign, which undermines organizational stability and overall performance. Furthermore, the inability to address work-life imbalance can harm a company's long-term competitiveness. In contrast, firms that efficiently manage their human resources and intellectual assets while supporting work-life balance generally perform better and gain a stronger competitive edge. Employees are widely considered the most valuable asset in organizational success. Their active participation in planning and implementing corporate activities is essential, making effective HR strategies

indispensable in achieving growth and sustainability. The adoption of comprehensive work-life balance initiatives not only enhances employee retention and job satisfaction but also improves the organization's financial performance in the short term. In the long run, these initiatives help strengthen the company's image as an attractive workplace for high-quality talent in the industry (Dwitanti et al., 2023; Han & Bi, 2024; Nagalakshmi et al., 2025).

Literature demonstrates that work-life balance has both direct and indirect effects on employee performance. When organizations support their employees in achieving balance, it results in higher satisfaction, stronger commitment, and improved productivity. Conversely, ignoring this balance can lead to negative outcomes such as turnover, absenteeism, and reduced motivation. Therefore, integrating work-life balance into HR strategies is not only essential for employee well-being but also for sustaining competitive advantage in an increasingly dynamic business environment.

RESEARCH METHODS

This study applied a qualitative research design with a case study approach to explore human resource management strategies and the implementation of work-life balance in improving employee performance at PT. Affin Teknindo Sarana (ATS). A qualitative approach was considered appropriate because it allows for an in-depth understanding of organizational dynamics, while the case study method provides a detailed focus on a single company context. The unit of analysis in this study was PT. ATS, with employees and managerial staff selected through purposive sampling to ensure that informants had relevant knowledge and experience. The research examined two main variables: work-life balance and employee performance. Work-life balance was defined as the ability of employees to manage professional responsibilities alongside personal and social roles, while employee performance referred to the effectiveness and quality of contributions toward organizational goals. These variables guided the preparation of research instruments and the collection of data.

Data were collected between October and December 2024 using three techniques: direct observation of workplace conditions, in-depth interviews with employees and managers, and documentation studies involving company reports, archives, and HR policies. The instruments used included observation guidelines, semi-structured interview protocols, and documentation checklists, which helped maintain consistency and reliability in data collection. The analysis process followed Miles and Huberman's qualitative framework, consisting of data reduction, data display, and conclusion drawing. In addition, SWOT analysis was used to identify strengths, weaknesses, opportunities, and threats related to the company's human resource management strategy. To enhance the rigor of analysis, NVivo software was employed to organize qualitative data and support thematic coding. Through this method, the study sought to provide comprehensive insights into how work-life balance influences employee performance and how human resource management strategies can be optimized to achieve organizational effectiveness and sustainability.

RESULTS

HRM Strategy to Improve Employee Performance through Work-Life Balance

The strategy to enhance performance at PT Affin Teknindo Sarana focuses on strengthening human resource quality, as the company believes strong HR is essential for maintaining competitive advantage and long-term business sustainability. Human resources are viewed as a key driver of competitiveness and business strategy. One major effort is the implementation of Work-Life Balance (WLB), which emphasizes balancing time for personal life, family, friends, religion, and career. WLB aims to meet work demands without disrupting personal activities, often involving flexibility, working hours, well-being, and leisure. Effective WLB reduces the gap between work and personal life, thereby increasing productivity. However, traditional gender roles often create role conflicts when individuals enter the workforce, making it necessary to establish policies

that ensure equal opportunities. Stressful or uncomfortable work environments can further affect employees' personal and professional lives. To address this, PT Affin Teknindo Sarana has introduced HR management policies covering workforce planning, recruitment, training, compensation, performance management, and employee termination. Job placements are determined by skills and expertise, although the absence of formal SOPs remains a limitation.

Work-life Balance programs provide significant benefits, including: (1) greater job satisfaction through balance between work and personal life, (2) improved job security as healthier employees are more focused and less accident-prone, (3) better control over the work environment through improved communication and patience, (4) reduced stress and emotional fatigue, and (5) enhanced physical and mental health, enabling employees to work with greater enthusiasm.

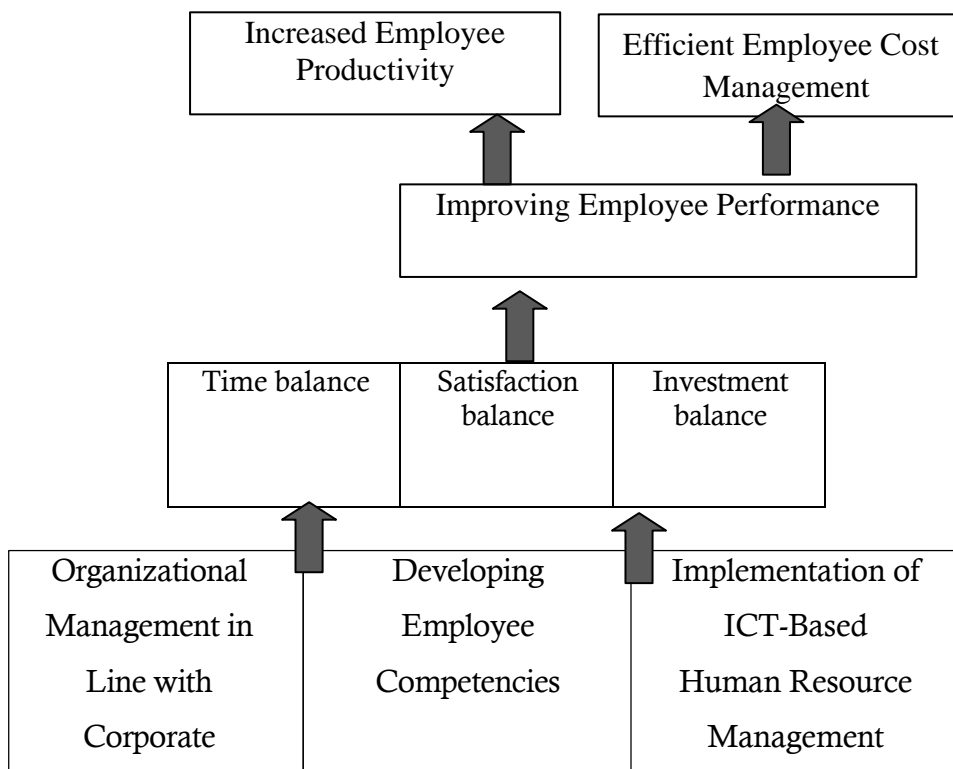


Figure 1. Development Strategy Map

Based on Figure 1, to achieve the targeted performance improvement, PT. Affin Teknindo Sarana (ATS) is committed to continuously developing the potential of its employees in a consistent and sustainable manner, including through the implementation of time balance, satisfaction balance, and involvement balance, which are expected to increase employee motivation and comfort in improving their work productivity.

PT. ATS views human resources as a very important component in maintaining competitive advantage and supporting business strategy. PT. ATS continues to strive to improve the quality of its human resources. PT. ATS believes that the quality of human resources plays a very important role in increasing the company's competitiveness. Results of SWOT analysis on employee performance improvement at PT. ATS. SWOT analysis is the systematic identification of various factors to formulate a company's strategy. This analysis is based on logic that can maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats, in identifying the internal environment, including strengths and weaknesses, and the external environment,

including opportunities and threats at PT. ATS, data obtained on the work-life balance strategy in improving employee performance is presented.

SWOT Analysis on Employee Performance Improvement

Based on Table 1, the analysis of PT. Affin Teknindo Sarana's internal environment identifies several strengths that play an important role in supporting the achievement of organizational goals. First, the company provides time balance through flexible working hours, which enables employees to manage their tasks more effectively without being restricted to rigid schedules. Second, employees are given sufficient time for rest, exercise, and recreation, which contributes to better concentration and productivity during working hours. Finally, there is an emphasis on balancing personal and professional life, which creates greater peace of mind, reduces emotional exhaustion, and fosters a healthier work climate overall. These internal strengths reflect the company's efforts to prioritize employee well-being as a foundation for improving organizational performance.

Table 1. Environmental Factors

Factor	Description
Strengths (Internal)	Flexible working hours create a balance between work and personal life.
	The creation of sufficient time for rest, exercise, and recreation so that work can be done with greater focus.
	Achieving a balance between personal and professional life so that you can work more calmly and are less prone to emotional exhaustion.
Weaknesses (Internal)	Lack of camaraderie and lack of communication within a company due to everyone being preoccupied with their own personal lives.
	The absence of SOPs means that the job descriptions given to human resources are still not standardized. Human resources learn their job descriptions by directly observing the actions of their seniors/supervisors in their job descriptions.
	Employees are often late to work, and there are still employees who skip work during working hours.
Opportunities (External)	Good service prospects from every human resource.
	Increasing cooperation with various other companies.
	Good cooperation.
Threats (External)	Competition from other companies.
	The economic downturn is affecting consumer spending. Increasingly expensive products from distributors.

Based on Table 1, the internal weaknesses of PT. ATS presents challenges that hinder optimal employee performance. First, the lack of camaraderie and friendly interaction among staff gradually creates a sense of boredom and disengagement in the workplace. Second, the absence of SOPs and clear job descriptions forces employees to rely on observing their seniors or supervisors, which leads to inconsistency in task execution. Finally, issues of discipline remain evident, as some employees frequently arrive late or are absent during working hours, reducing overall productivity and efficiency.

Table 1 shows that PT ATS possesses significant opportunities to expand its business, particularly due to the existence of a large market segment within industries that rely on heating and cooling systems. Since nearly all factories integrate such technologies in their production processes, this creates a sustainable and potential target market. Nevertheless, the company also faces several external threats, including increasing competition from similar firms, rapid technological advancements that demand continuous innovation, and economic fluctuations that may affect industrial demand and purchasing power. Therefore, the company must strategically leverage its market opportunities while simultaneously anticipating and mitigating potential threats.

Table 1 shows threats that represent external conditions that may hinder an organization in achieving its objectives. For PT. ATS, these threats include the presence of competitors with larger capital resources, which enables them to operate more aggressively in the market. In addition, rival companies possess more extensive business networks, providing them with stronger market access and customer reach. These

conditions pose significant challenges that the company must address to maintain competitiveness and achieve its strategic goals.

Table 2. Indicator Weight Factors

Factor	Indicator	Weight
Strength	Time balance, flexible working hours	0.30
	Sufficient time for rest, exercise, and recreation, resulting in greater focus at work.	0.30
	A balance between personal and professional life, resulting in greater peace of mind at work and less emotional fatigue	0.40
Weakness	A lack of camaraderie and interaction within a company will gradually cause employees to feel bored in the workplace	0.40
	The absence of Standard Operating Procedures (SOPs) and job descriptions provided to human resources means that human resources still have to learn their job descriptions by directly observing the actions of their seniors/supervisors in their job descriptions.	0.40
	Employees are often late to the office. and there are still employees who are absent during working hours.	0.30
Opportunity	With flexible hours. providing services when consumers need them	0.30
	Increasing cooperation with similar companies	0.30
	Creating good cooperation with partners	0.40
Threats	Lack of engagement with similar companies	0.40
	Decline in global economic conditions is affecting consumer purchasing power	0.40
	Consumers switching to competitors	0.20

The total weight for each category is set at a maximum of 1 (or 100%), which is then proportionally allocated across all indicators, as illustrated in Table 2. SWOT analysis serves as a framework for assessing both internal and external factors that influence an entity, whether it be a company or an individual, particularly in the context of resource development. Internal factors encompass strengths and weaknesses, while external factors consist of opportunities and threats. After identifying and compiling the indicators derived from these internal and external environmental variables, the next stage involves formulating strategies within the S-O, S-T, W-O, and W-T frameworks. Subsequently, each indicator is assigned a weight by evaluating its relative significance compared to other indicators.

After the weight of each indicator has been determined, the next step is to assess the extent to which each indicator contributes to or hinders the achievement of the objectives, particularly for a single strategic planning period. The assessment is carried out by assigning a score of 1 to 5.

Table 3. Total Score for Each Indicator

Factor	Indicator	Weight
Strength	Time balance, flexible working hours	4
	Sufficient time for rest, exercise, and recreation, resulting in greater focus at work.	3
	A balance between personal and professional life, resulting in greater peace of mind at work and less emotional fatigue	3
Weakness	A lack of camaraderie and interaction within a company will gradually cause employees to feel bored in the workplace	-3
	The absence of Standard Operating Procedures (SOPs) and job descriptions provided to human resources means that human resources still have to learn their job descriptions by directly observing the actions of their seniors/supervisors in their job descriptions.	-3
	Employees are often late to the office. and there are still employees who are absent during working hours.	-3
Opportunity	With flexible hours. providing services when consumers need them	4
	Increasing cooperation with similar companies	3
	Creating good cooperation with partners	4
Threats	Lack of engagement with similar companies	-3
	Decline in global economic conditions is affecting consumer purchasing power	-4
	Consumers switching to competitors	-3

Based on the SWOT analysis presented in Table 3, PT Affin Teknindo Sarana demonstrates several strengths, such as flexible working hours, adequate time for rest and recreation, and a healthy work-life balance that enhances focus and reduces fatigue. However, weaknesses are evident, including limited employee interaction, the absence of SOPs and job descriptions, and issues with punctuality and absenteeism. Opportunities exist in leveraging flexible hours to meet consumer needs, strengthening cooperation with similar companies, and building partnerships. Conversely, threats include weak engagement with industry peers, declining global economic conditions that reduce purchasing power, and the risk of consumers shifting to competitors. The steps after determining the score or value of each indicator are to calculate the weighted value of each indicator by multiplying the weight by the score per indicator. Once the weighted value of each indicator has been found, the weighted values are added together. The final result of these four steps is the total weighted value for all variable categories in the following Table 4.

Table 4. Total Weighted Value of Indicators

Factor	Indicator	Weight	Score	Value Weight
Strength	Time balance, flexible working hours	0.30	4	1.2
	Sufficient time for rest, exercise, and recreation, resulting in greater focus at work.	0.30	3	0.9
	A balance between personal and professional life, resulting in greater peace of mind at work and less emotional fatigue	0.4	3	1.2
	Number of Strength			3.3
Weakness	A lack of camaraderie and interaction within a company will gradually cause employees to feel bored in the workplace	0.3	3	0.9
	The absence of Standard Operating Procedures (SOPs) and job descriptions provided to human resources means that human resources still have to learn their job descriptions by directly observing the actions of their seniors/supervisors in their job descriptions.	0.4	3	1.2
	Employees are often late to the office. and there are still employees who are absent during working hours.	0.3	3	0.9
	Number of Weaknesses			3.0
Number of Internal Factors				6.3
Opportunity	With flexible hours. providing services when consumers need them	0.3	4	1.2
	Increasing cooperation with similar companies	0.3	3	0.9
	Creating good cooperation with partners	0.4	4	1.6
Number of Opportunities				
Threat	Lack of engagement with similar companies	0.4	3	1.2.
	Decline in global economic conditions affecting consumer purchasing power	0.4	4	1.6
	Consumers switching to competitors	0.2	3	0.6
Number of Threats				3.3
Number of External Factors				7.0

As shown in Table 5, the weighted score calculation indicates that the strengths of work-life balance at PT ATS (3.30) slightly outweigh its weaknesses (3.00), resulting in a positive difference of 0.30. Similarly, opportunities (3.70) surpass threats (3.30), with a positive difference of 0.40. These results suggest that the company has more favorable conditions to optimize work-life balance compared to the challenges it faces.

Table 5. Weighted Score calculation

Weighted Score Summary	Entire
Weighted Score for Strengths in Work-Life Balance at PT Affin Teknindo Sarana	= 3.30
Weighted Score for Weaknesses in Work-Life Balance at PT Affin Teknindo Sarana	= 3.00
Positive Difference	= 0.30
Weighted Value of Work-Life Balance Opportunities at PT. Affin Teknindo Sarana	= 3.70
Weighted Value of Work-Life Balance Threats at PT Affin Teknindo Sarana	= 3.30
Positive Difference	= 0.40

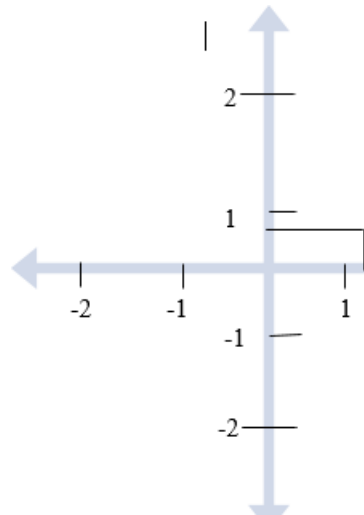


Figure 2. Quadrant SWOT

Notes:

- Quadrant 1 Growth
- Quadrant 2 Seizing Opportunities
- Quadrant 3 Minimizing Problems
- Quadrant 4 Losses

Figure 2 illustrates that with a positive weighted value of 0.40 for strengths over weaknesses and 0.30 for opportunities over threats, the implementation of work-life balance at PT Affin Teknindo Sarana is positioned in Quadrant I of the Four-Quadrant SWOT Matrix, which reflects a “growth” strategy. This indicates that the company’s Work-Life Balance practices are currently in a developmental stage, supporting the organization’s progress in strengthening its leadership approach.

DISCUSSION

The findings of this study show that work-life balance plays a big role in improving employee performance at PT. ATS. The SWOT analysis gives a clear picture: strengths score 3.30 while weaknesses score 3.00, so the difference is 0.30. Opportunities reach 3.70 and threats 3.30, giving a positive gap of 0.40. These numbers place the company in Quadrant I, the growth area. This means PT. ATS has good internal strengths and external chances to grow faster by using work-life balance better (Rangkuti, 2016). The result matches what many researchers have found before. Zheng et al. (2015) said that flexible time and rest can make employees healthier and more productive. In our study, employees feel the same way: flexible hours and enough rest time help them focus more and feel less tired every day.

From the researcher’s view, work-life balance creates a calmer workplace and reduces daily fatigue. Employees say they can finish tasks faster because they are not always

worried about family matters. Cooperation between team members also gets better when everyone feels supported. Badri and Panatik (2017) found that less conflict between work and family life increases job satisfaction among Malaysian workers. Workers feel more loyal because the company lets them manage their own time. Ahmad et al. (2022) explained that work-from-home rules during the pandemic helped many people keep their motivation high. Even though this firm does not use full work-from-home, the flexible schedule gives almost the same benefit. However, some problems still exist. There is no SOP yet, so new employees only learn by watching seniors. This makes work quality different from one person to another. Discipline is another weak point. Some workers still come late or take leave without good reason. Supriyanto et al. (2023) warned that young companies in Indonesia often face this problem because rules are still new and not strict enough. Without clear SOPs, the good effects of work-life balance cannot reach everyone equally.

Expert analysis in this study confirms that this firm is in the “Growth” quadrant. This is a strong signal that the company can grow quickly if it fixes small problems fast. Herrera-Ballesteros et al. (2025) said flexible policies must go together with clear rules to give the best result. At PT. ATS, adding regular mentoring and monthly evaluations can help. A simple complaint system will also make employees feel heard. When these steps are taken, time balance, satisfaction balance, and involvement balance will work even better. According to Mwangi et al. (2016), universities in Kenya saw big improvements in staff performance after adding mentoring to work-life balance programs.

The findings answer the research gap we found earlier. Many studies look at big companies, but only a few talks about small engineering firms. Morrison (2000) noted that traditional work culture often blocks new HR ideas in young organizations. Our study adds new proof that even without perfect systems, simple work-life balance steps like flexible hours can already bring positive change. This is important for other small firms in Indonesia that want to grow without spending too much money.

The practical implications are clear. First, the company should make SOPs for every job and share them with all workers. Second, discipline rules must be fair and followed by everyone, including managers. Third, regular training and mentoring will help new employees learn faster. Setiyati and Hikmawati (2019) said good HR planning is the first step to long-term success. Employee performance can move from moderate to good in one or two years. Turnover and absenteeism will drop, and the company will save money on hiring new people. For theory, this study supports the idea of Wright and McMahan (1992) that human resources are the real source of competitive advantage. When employees feel balanced, they give back more effort and new ideas. Small companies that ignore work-life balance will fall behind bigger competitors who already use these strategies well. In the end, work-life balance is not just a nice program; it is a smart investment that helps the company grow stronger and keep good workers for many years.

CONCLUSION

The findings of this study demonstrate that the implementation of work-life balance at PT. ATS plays a crucial role in enhancing employee performance. Elements such as time balance, flexible working hours, and sufficient rest opportunities enable employees to work with greater focus, improve their skills, and optimize their potential. The SWOT analysis further shows that this company is positioned in Quadrant I (“growth”), with strengths and opportunities outweighing weaknesses and threats. This indicates that the company is in a highly favorable position to adopt an aggressive growth-oriented strategy, aligning with Siagian’s view that Quadrant I represents the most desirable situation for organizational development. These findings answer the research objective by confirming that work-life balance is not only a supportive HR initiative but also a strategic factor that directly contributes to improving employee performance and maintaining competitive advantage.

However, the study is not without limitations. The number of respondents (13) was relatively small, limiting the generalizability of the findings. Future research should

involve larger samples across different departments or industries to provide a more comprehensive understanding of work-life balance practices. Further studies could also explore additional variables, such as employee engagement, organizational culture, or digital HR practices, to enrich the analysis. This study implies that the firm should strengthen SOPs, discipline policies, and mentoring systems to maximize the benefits of work-life balance. Work-life balance emerges as both a human resource strategy and a strategic investment that supports growth, employee well-being, and long-term organizational sustainability.

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