Work-Life Balance Analysis of Employees at PILAR PKBI Central Java Province

Putri Ayu Anita, Khairani Zikrinawati, Lucky Ade Sessiani

Faculty of Psychology and Health, UIN Walisongo Semarang
Jl. Prof. Dr. Hamka, Kampus 3 Faculty of Psychology and Health UIN Walisongo Semarang
*Corresponding Author: 2207016002@student.walisongo.ac.id

ABSTRACT

Work-life balance (WLB) has become one of the key issues in today's working environment, including among employees of non-profit organizations such as the Indonesian Family Planning Association (PKBI) of Central Java Province. WLB refers to a condition in which individuals can allocate their time and energy evenly between work and personal life, which in turn can improve quality of life, mental well-being, and productivity. However, achieving WLB is not easy and is influenced by various factors. This study uses a descriptive qualitative approach. Data were collected through in-depth interviews using open-ended questions to explore the informants' views and experiences regarding work-life balance. Based on interviews with employees at PKBI, it can be concluded that maintaining a balance between work and personal life is a top priority for them. However, efforts to achieve this balance are affected by the unpredictable nature of their work, which often requires a high degree of flexibility in managing time and tasks.

Introduction

Work-life balance (WLB) has become one of the important issues in the modern workplace, including in the context of non-profit organizations such as the Indonesian Planned Parenthood Association (PKBI) Central Java Province. WLB refers to a condition where individuals are able to divide their time, energy, and involvement in a balanced manner between work and personal life, thereby supporting improvements in quality of life, mental well-being, and productivity (1). Hudson, 2005 (2) states that WLB is a person's level of satisfaction in performing various roles in their life. This balance has wide-ranging impacts. According to (3), WLB provides benefits to three parties: Employees, through increased job satisfaction, productivity, and physical and mental health; Companies, through improved performance and institutional attractiveness as a workplace; Society, through increased family and community well-being. Hutcheson, 2012 (4) also emphasizes that WLB is a form of satisfaction in balancing two crucial life domains: work and personal life. However, achieving this balance is not easy, as it is influenced by various personal, organizational, and social factors.

Previous research conducted by Dua Maria (5), used a quantitative approach. The population and sample consisted of 50 female workers who underwent a work-from-home

system during the early period of the Covid-19 pandemic. Data were collected through online questionnaire distribution, then analyzed using SMART PLS Software version 3.0. The R Square analysis results showed that the work-from-home system had a positive and significant effect of 67.5% on work-life balance among female workers in Ende City. Meanwhile, the F Square measurement yielded a value of 2.075, indicating a strong influence between the Work From Home variable and Work-Life Balance. The T Statistic value of 21.385, which far exceeded the T table value (1.9846), also confirmed a positive relationship between working from home and work-life balance.

Furthermore, based on research by (6), it was concluded that work-life balance is an important factor affecting employee performance. Employees with good work-life balance tend to be more motivated, engaged, satisfied, productive, creative, and innovative, thereby able to improve performance and provide greater contributions to the company. This research also underscored that work-life balance, occupational health, and workload are key factors influencing employee job satisfaction levels. The indicators of the Work-Life Balance variable, among others, according to Greenhaus, J. H., Collins, K. M., & Shaw, J. D, 2003 (7) can be described as follows: 1) Time balance refers to an individual's ability to allocate their time in a balanced manner between responsibilities at work and family life, so that both can be fulfilled without interfering with each other. 2) Involvement balance refers to the extent to which a person is emotionally involved and has strong commitment both in carrying out work tasks and in their family role. 3) Satisfaction balance indicates the degree of satisfaction a person has in carrying out their roles and activities, both in the work environment and in family life, so that both can provide a sense of happiness and balanced satisfaction.

Although WLB provides many benefits, in reality many individuals struggle to achieve it, including in the non-profit sector such as PKBI, which tends to have high workloads, limited resources, and complex social demands. Lockett, 2008 (8) states that this balance does not always mean evenly divided time, but rather the ability to manage responsibilities effectively. WLB consists of three main components according to Hudson, 2005 (2) time balance, involvement, and satisfaction. Meanwhile, Fisher, Bulger, and Smith, 2009 (9) identified four dimensions: 1. WIPL (Work Interference with Personal Life) when work interferes with personal life, 2. PLIW (Personal Life Interference with Work) when personal problems interfere with work, 3. WEPL (Work Enhancement of Personal Life) when work enriches personal life, 4. PLEW (Personal Life Enhancement of Work) when personal life supports work

performance. However, there have not been many studies examining this condition in depth in social organizations such as PKBI, even though employee well-being is crucial in ensuring the sustainability and effectiveness of programs implemented. According to (10), work-family conflict occurs due to imbalance in the use of time, mental energy, and behavior between roles at work and at home.

To achieve work-life balance, individuals need to implement strategies such as effective time management, establishing clear role boundaries, and building social support in both work and family environments. Based on this situation and problems, the main questions that arise are: 1. What is the condition of work-life balance among employees at PKBI Central Java Province? 2. What factors influence this balance in the context of social work? 3. What is the impact of WLB on the well-being and performance of PKBI employees? To answer these questions, this research was conducted with the objectives of: 1. Describing the actual condition of work-life balance of PKBI Central Java Province employees, 2. Identifying factors that influence WLB in the context of non-profit organizations, 3. Analyzing the impact of WLB conditions on employee well being and work productivity. By understanding WLB in the context of PKBI, it is hoped that the results of this research can contribute to creating a work environment that better supports work-life balance, as well as supporting the institution's effectiveness in the long term.

Method

This research uses a descriptive qualitative approach, which aims to understand the meaning behind informants' experiences in a natural context without testing relationships between variables (11). Data collection was conducted through in-depth interviews with open-ended question guides to explore informants' views and experiences regarding work-life balance. The informants/participants numbered four people, namely employees of PKBI Central Java Province, both male and female. This research is descriptive qualitative research, which aims to understand the meaning behind informants' experiences in a natural context without testing relationships between variables (11). The descriptive qualitative approach is used to obtain in depth understanding of participants' psychological experiences without manipulation of their environment or conditions. The main focus of this approach is to describe phenomena as they are based on informants' narratives

Result
Time Balance

The informants have different ways of managing time between work and personal life, but they share similarities in trying to adjust to their work rhythm and respective conditions. For example, informants ADS and GCBS stated that after arriving at their boarding houses, they no longer continue office work, indicating a clear division between work time and personal time. ADS emphasizes the importance of adjusting to priorities, while GCBS considers that their main priority is sleep and rest outside working hours. Informant AS explained that although the formal working hours at the NGO where they work are from 09.00 WIB to 16.00 WIB, they often have to work outside those hours due to the flexible nature of the work, such as when handling violence cases or providing counseling. This shows that flexibility is very much needed, but they still try to complete work within existing working hours.

Meanwhile, informant NPA revealed that they manage time by scheduling various activities, including leisure activities such as dating or playing with friends. These findings indicate that although there are efforts to separate work space and personal space, those boundaries can sometimes blur due to the nature of social work that requires high flexibility. This aligns with the concept of work-life boundary management Clark, 2000 (12), which emphasizes that individuals have an active role in determining and managing boundaries between work and personal life. The responses from the informants reflect uncertain work dynamics. Informants AS and NPA explained that time for themselves or family is greatly influenced by workload and the urgency of ongoing projects.

When workload increases or there are pressing deadlines, they must work overtime until night. Even on weekends, activities such as education or adolescent health posts still take up time that should be used for rest. However, AS also added that the work environment at NGOs like PKBI provides flexibility. For example, if someone works on weekends, they can come in later on Monday as compensation. GCBS also stated that although rest time is often disrupted, they still try to create space to rest and spend time with family.

These findings indicate efforts to achieve balance although not yet fully ideal. Within the framework of work-life balance theory, this reflects an adaptive approach, where individuals adjust their priorities based on existing work conditions. Boundary Theory from Ashforth, Kreiner, and Fugate, 2000 (13) explains that each person has their own way of managing boundaries between work and personal life. Some choose to separate them firmly

(segmentation), while others are more flexible by allowing both to intermingle (integration). From the informants' responses, this difference is clearly visible.

For example, ADS and GCBS tend to separate work and personal matters; once they return home, work is left behind. Meanwhile, AS and NPA are more integrative; work matters can enter personal time, especially when handling urgent cases or weekend activities. This means that although PKBI provides flexibility, each person still has their own way of drawing those boundaries. These findings align with the theory that balance is not about rigid or ideal boundaries, but about the ability to manage them consciously, according to each person's values and life conditions. Support from the work environment and the ability to transition between roles smoothly are important factors in maintaining balance and mental health.

Work Flexibility

Work flexibility policies at PKBI are considered very helpful by the informants. One of the most valued aspects is the absence of a strict attendance system and ease in taking leave when needed. AS explained that this ease facilitates rest time management, especially when workload is high or when they are sick. However, they also realize that the uncertain nature of the work can sometimes be an obstacle, such as when personal plans must be canceled due to sudden tasks. ADS noted that the absence of rigid targets or workload creates a more relaxed work atmosphere, although sometimes urgent work can come suddenly and must be completed immediately.

NPA added that this flexibility is very helpful for students who work, as they can adjust their class and work schedules. GCBS also emphasized that there are no salary deductions due to lateness or absence, which shows flexibility that supports work-life balance. Overall, work flexibility provides space for employees to adjust personal needs with work. However, the main weakness of this flexibility is uncertainty that can disrupt personal plans. This aligns with flexible working arrangements theory by Hill et al., (14)**,** which states that flexibility can increase job satisfaction and life balance, as long as it is managed well.

Social Support

Support from coworkers is considered very important in maintaining work balance. The informants mentioned that coworkers often become a place to share stories, both about work and personal problems. AS revealed that in the adolescent program, awareness of the importance of mental health is very high, so sharing stories or even oversharing becomes

normal and accepted. Emotional support like this is considered very helpful. ADS and GCBS also expressed similar sentiments; they feel that coworkers are a safe place to express feelings, and when a colleague is not doing well, they are ready to help without judgment.

Meanwhile, the role of supervisors focuses more on support in terms of work. The informants feel comfortable discussing work problems with supervisors, although not all supervisors are considered the right place to discuss personal problems. These findings underscore the importance of a supportive work environment, where social support from coworkers and supervisors can act as protection against work stress, as explained in the Job Demand-Resources Model theory according to Bakker & Demerouti (15).

Personal Strategies in Work-Life Balance

The strategies applied by the informants vary but share a main similarity: recognizing personal limits and finding ways to manage stress in positive ways. NPA emphasizes the importance of setting personal boundaries. They mention that knowing when to say no is very important, especially when work already exceeds capacity. Additionally, the ability to ask for help when feeling mentally exhausted becomes part of healthy self-management. AS shared their experience regarding the importance of having a support system outside work and doing activities such as cooking as a way to relieve stress, which helps them feel more enthusiastic about going through the day. Simple activities like preparing lunch before work become an effective way to maintain mood and work motivation.

ADS focuses more on two main things: completing work based on priorities and creating a pleasant work environment. According to them, work balance depends not only on time management but also on a conducive work atmosphere. Meanwhile, GCBS relies more on rest time as the main strategy. When stress increases, they choose to rest and temporarily withdraw from work or academic activities. Boundary Theory from Ashforth, Kreiner, and Fugate, 2000 (13) becomes an important foundation in understanding how individuals build and manage boundaries between work and personal life.

This theory emphasizes that each person has different tendencies in treating these boundaries; some choose segmentation, namely firmly separating work and personal life matters, while others prefer integration, allowing both roles to flexibly intersect. In the context of this research, the difference in approach is clearly visible in the informants' responses. For example, ADS and GCBS prefer segmentation, where after work hours they completely stop from work matters, while AS and NPA show integrative patterns, where work matters often

merge with personal time, especially when having to handle urgent cases or weekend activities. This phenomenon shows that although the workplace (PKBI) provides flexibility, each individual still has their own preferences in limiting or mixing work roles and personal life.

In relation to Boundary Theory, these findings confirm that work-life balance is not about having ideal boundaries, but rather about how someone consciously manages those boundaries to suit their values, needs, and life context. The ability to transition smoothly between roles, as well as adaptive work environment support, becomes a key factor in maintaining well-being and avoiding emotional exhaustion. From the five strategies revealed, it can be concluded that maintaining work-life balance requires a personal and adaptive approach. Each individual has a different way to remain balanced amid work pressure and other responsibilities. This aligns with Work Life Enrichment theory by Greenhaus & Powell, 2006 (16), which states that individuals who can utilize personal resources such as rest time, hobbies, and social support will find it easier to achieve healthy life balance.

Table 1. Informants Strategies in Maintaining Work-Life Balance

Informant	Main Strategy	Explanation
AS	Personal activities & social support	Cooking, venting to friends, support system outside work
ADS	Work priorities & pleasant work atmosphere	Focus on completing important tasks, create comfort in the workplace
GCBS	Rest as stress management mechanism	Taking breaks, not bringing work to boarding house
NPA	Self-boundaries & time management	Scheduling activities, knowing when to say "no"

Based on the interview results, the informants in this research demonstrate various ways of maintaining work-life balance (WLB). Table 1 summarizes the main strategies used by each informant along with their implementation in daily life. Informant AS maintains balance by relying on personal activities and social support. Cooking is one of their favorite activities that they believe can relieve stress and help them relax after work. Additionally, AS also feels helped by the presence of close friends who become a place to share stories. This emotional support from outside work provides space to release pressure and maintain mental well-being.

Meanwhile, informant ADS focuses more on setting work priorities and creating a pleasant work atmosphere. They are accustomed to completing important tasks first so they don't pile up, and strive to create a comfortable work environment so that work feels lighter. This strategy reflects an active approach in managing workload while demonstrating the importance of a positive work atmosphere. Informant GCBS chooses rest as the main way to

manage work stress. They deliberately do not bring work home to their residence (boarding house) and give themselves breaks when feeling tired. This approach shows the importance of maintaining clear boundaries between work matters and personal life, so that physical and mental energy remain preserved.

As for informant NPA, they emphasize the importance of time management and self-boundaries. They are accustomed to scheduling activities regularly and do not hesitate to refuse additional requests when feeling unable. The ability to say "no" when needed reflects self-control and good time management to maintain balance between work and personal life. Overall, the strategies applied by the informants show that maintaining work-life balance does not depend on just one approach, but rather a combination of self-management, social support, and work environment. Each individual has a different way, depending on personal preferences, work context, and the social dynamics they face.

Table 2. Challenges and Support Experienced by Informants at Work

Aspect	Support Experienced	Challenges Faced
Work flexibility	No strict attendance, free to take leave, flexible working hours	Task uncertainty, disruption to personal plans
Work environment	Supportive coworkers, can share stories without fear of judgment	Not all supervisors are open to personal problems
Work time vs personal time	Time tolerance exists (e.g., coming in later after weekend work)	Overtime during high workload, working on weekends

In carrying out their duties as volunteers at PKBI, the informants face various forms of support and challenges that affect the balance between their work and personal lives. This is evident in three main aspects: work flexibility, work environment, and time management between work and personal life. In the aspect of work flexibility, the informants feel quite supported due to the relaxed work system there is no requirement for strict attendance, leave is relatively easy to obtain, and working hours are flexible. This allows them to adjust work activities with personal needs. However, on the other hand, this flexibility also presents its own challenges, especially because tasks often come suddenly or change without certainty. As a result, personal plans can be disrupted because they must readjust their schedules.

From the work environment perspective, the informants feel supported by coworkers who are open and supportive. They can share stories, including personal problems, without worrying about being judged. This friendly environment creates emotional comfort. Nevertheless, not all supervisors show openness or attention to personal matters, so sometimes informants feel hesitant to express the obstacles they experience outside of work. Meanwhile, in terms of work time and personal life, the volunteers appreciate the time tolerance that exists.

For example, after working on weekends, they are allowed to come in later. This shows understanding from the organization regarding the need for rest.

However, challenges still arise when workload is high, which requires them to work overtime or continue working on weekends. This condition can disrupt personal time that should be used for rest or engaging in activities outside of work. Overall, although PKBI volunteers receive various forms of support from the work environment, there are still some obstacles that need attention. The existing support needs to be balanced with a clearer work system in order to truly support the well-being and life balance of the volunteers.

Discussion

This research shows that employees of PKBI Central Java Province maintain a balance between work and personal life in a flexible manner that is highly dependent on the situation. Although each person has a different approach, everyone appears to strive to maintain boundaries between these two worlds even though sometimes those boundaries become blurred due to work demands that can arise at any time. In this regard, Clark's Work/Family Border Theory, 2000 (12) is highly relevant. This theory explains how individuals actively shape and adjust boundaries between work and personal life. In the context of PKBI, work flexibility such as the absence of strict attendance systems and freedom to set working hours allows employees to more easily balance these two roles. However, on the other hand, this flexibility can also cause work and personal life boundaries to overlap, especially when there is sudden work or targets that must be completed immediately.

This aligns with the opinion of Kossek, 1998 (17) who stated that flexible work policies can indeed increase job satisfaction, but also risk adding burden if not properly managed. Fortunately, social support from colleagues and supervisors at PKBI is quite strong. Many informants feel comfortable sharing stories, even personal ones, which shows that this work environment is emotionally supportive. Support like this is very important for reducing work stress, as mentioned in Arnold Bakker's theory, 2008 (15) Job Demand-Resources Model. This study reveals that demands from one area of life can strengthen the positive influence of resources from another area on work engagement. Conversely, resources available in one area can also reduce the negative impact of demands from other areas.

These findings provide new understanding about work engagement by viewing it from a perspective that involves various aspects of life. From an individual perspective, each informant has their own way of maintaining life balance. Some choose adequate rest, some

cook to relieve stress, while others reorganize priorities when work is heavy. These strategies illustrate the Work-Family Enrichment theory from Greenhaus and Powell, 2006 (16), which states that positive experiences in one aspect of life can enrich other aspects. For example, social support or simple activities like preparing meals can have a positive impact on work enthusiasm and productivity.

Conclusion

Based on interviews with informants working at PKBI, it can be concluded that the balance between work and personal life (work-life balance) is a top priority for them. However, efforts to achieve this balance are influenced by the nature of work that is often unpredictable and requires high flexibility in time and task management. The informants show that although they strive to maintain boundaries between work and personal life, the work flexibility provided by PKBI, such as ease of leave and lenient attendance, gives them room to adjust work schedules to personal needs. On the other hand, work uncertainty that often comes suddenly can disrupt that balance. To address this, they implement various strategies, including understanding personal boundaries and utilizing social support from colleagues and supervisors.

Colleagues, according to the informants, play an important role in creating a safe space to share problems, both work-related and personal. This reinforces the importance of a supportive work environment, where both colleagues and supervisors can function as sources of emotional support and help reduce stress. Additionally, good self-management, including stress management in healthy ways, such as having a support system outside of work and taking time to rest, becomes a key factor in maintaining their life balance. Overall, these findings show that healthy work balance can be achieved through an adaptive approach, where individuals adjust to constantly changing work demands while maintaining personal well-being. The results of this research support theories related to work-life balance, such as work-life boundary management Clark, 2000 (12) and Work-Life Enrichment Greenhaus & Powell, 2006 (16), which emphasize the importance of social support, flexibility, and stress management in achieving optimal balance.

Acknowledgments

Reference

1. Nugroho BYS, Putri VA, Rahmadani FV, Maharani LF, Wulandari EE, Pratama BA, et al. Age, Sleep, Fatigue, and Body Mass Index Patterns in Central Java Bus Drivers: Multi-Route Occupational Health Assessment. Indones J Occup Saf Heal. 2025;14(2):178–87.
2. Nur Intan Maslichah Kadarisman Hidayat. KEPUASAN KERJA KARYAWAN (Studi pada Perawat RS Lavalette Malang Tahun 2016). J Adm Bisnis. 2017;49(1):60–8.
3. Indra FJ, Rialmi Z. Pengaruh Work-Life Balance, Burnout, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan PT Meka Eduversity Komunikasi). J Madani Ilmu Pengetahuan, Teknol dan Hum. 2022;5(2):90–9.
4. Malik M, Shamshir M, Khan K. Association of work-life balance and job satisfaction in commercial pilots: a case study of Pakistan. Indep J Manag Prod. 2020;11(3):998–1017.
5. Dua MHC, Hyronimus. Pengaruh Work From Home Terhadap Work-Life Balance Pekerja Perempuan Di Kota Ende. J Ilm Manaj Bisnis Dan Inov Univ Sam Ratulangi. 2020;7(2):2047–258.
6. Hendra D, Artha B. Work-Life Balance: Suatu Studi Literatur. Innov J Soc Sci Res. 2023;3(3):11320–30.
7. Program DN, Bisnis M, Manajemen S, Bisnis F, Ekonomi D. Pt Mustika Dharmajaya. 2019;7(2).
8. Pratiwi MA, Haryani DS, Putri AS. Work-Life Balance Dan Kepuasan Ke Rja Pada Pekerja Di Non-Profit Organization Kota Tanjungpinang. J Inov Penelit. 2021;2(2):397–408.
9. Aryateja KB, Susita D, Dianta K, Sebayang A. The Influence of Work-Life Balance and Work Environment on Employee Commitment. Int J Soc Sci World. 2021;2(2):97–109.
10. Wang Y. Work-Family Conflict and Balance Strategies—An Analysis Based on the Work-Family Resources Model. Open J Bus Manag. 2024;12(02):1228–39.
11. Sugiyono. Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta. Bandung; 2009.
12. Berger DL. Does work-life boundary management improve work-life balance for remote workers: A critically appraised topic. Engag Manag Rev. 2023;7(1).
13. Mirbabaie M, Marx J. Micro-level dynamics in digital transformation: Understanding work-life role transitions. Inf Syst J. 2024;34(5):1810–32.
14. Yadav P. Flexible work culture : prospects and trends through a bibliometric. 2024;
15. Chen IS. Extending the job demands–resources model to understand the effect of the interactions between home and work domains on work engagement. Stress Heal. 2024;40(4).
16. Ranti Nurbayanti, Dwarawati D. Pengaruh Work Engagement terhadap Work-Family Enrichment pada Perawat Gigi. Bandung Conf Ser Psychol Sci. 2023;3(1):373–80.
17. Kossek EE, Porter CM, Rosokha LM, Wilson KS, Rupp DE, Law-Penrose J. Advancing work–life supportive contexts for the "haves" and "have nots": Integrating supervisor training with work–life flexibility to impact exhaustion or engagement. Hum Resour Manage. 2024;63(3):397–411.

Vol. 3, No. 2, December 2025