

Optimizing Work-Life Equilibrium: A Case Study of Work-Life Balance Strategies and Employee Well-Being at Brain Academy (Ruangguru)

Mengoptimalkan Keseimbangan Antara Kerja dan Kehidupan: Studi Kasus tentang Strategi Keseimbangan Kerja-Hidup dan Kesejahteraan Karyawan di Brain Academy (Ruangguru)

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ABSTRACT

This research aims to investigate the effect of implementing work-life balance strategies on employee well-being in an organizational context. A quantitative approach with multiple regression analysis was used to analyze data from surveys conducted on employees. Findings show that flexibility of working hours, flexible leave policies, remote work, accessibility of health and wellness facilities, and work-life balance programs significantly contribute to employee well-being. The implication of these findings is that it is important for companies to pay attention to these aspects in designing their human resource management policies and practices to improve employee welfare and productivity.

Keywords: Work-life balance, employee well being, flexibility of working hours, flexible leave policy, remote work, accessibility of health facilities, work-life balance program

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh penerapan strategi keseimbangan kehidupan kerja terhadap kesejahteraan karyawan dalam konteks organisasi. Pendekatan kuantitatif dengan analisis regresi sederhana digunakan untuk menganalisis data dari survei yang dilakukan terhadap karyawan. Temuan menunjukkan bahwa fleksibilitas jam kerja, kebijakan cuti fleksibel, kerja jarak jauh, aksesibilitas fasilitas kesehatan dan kebugaran, serta program keseimbangan kehidupan kerja berkontribusi signifikan terhadap kesejahteraan karyawan. Implikasi dari temuan ini adalah penting bagi perusahaan untuk memperhatikan aspek-aspek tersebut dalam merancang kebijakan dan praktik manajemen sumber daya manusia untuk meningkatkan kesejahteraan dan produktivitas karyawan.

Kata Kunci: Work-life balance, kesejahteraan karyawan, fleksibilitas jam kerja, kebijakan cuti fleksibel, kerja jarak jauh, aksesibilitas fasilitas kesehatan, program work-life balance

Introduction

In the modern era filled with high work demands and unavoidable personal commitments, balance between work life and personal life has become a major concern for organizations and individuals. Recognition of the importance of work-life balance is not only limited to the need for social justice and individual well-being, but also has major implications for organizational productivity and long-term business sustainability. Therefore, developing and implementing an effective work-life balance strategy has become a must for modern companies (Muhammad, 2023).

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Employee well-being refers to the overall physical, mental and emotional condition of a person at work. This includes feeling happy, healthy, and satisfied in their work. Employee well-being is very important in an organizational context as it has a direct impact on employee productivity, performance and retention (Stankevičienė, 2021). When employees feel healthy and happy at work, they tend to be more motivated, perform better, and are more likely to stay at the company. Employee welfare is not only limited to physical aspects, but also includes mental and emotional health. Balance between work life and personal life plays an important role in employee well-being. When employees have enough time to relax, rest, and maintain relationships with family and friends outside of work hours, they tend to be happier and more productive at work (Jaharuddin, 2019).

Therefore, it is important for companies to pay attention to employee well-being and implement effective work-life balance strategies. Thus, research that substantiates the relationship between work-life balance strategies and employee well-being has significant value in guiding better human resource management policies and practices. In the context of quantitative research, it is important to empirically measure the impact of various work-life balance strategies on employee well-being to provide a deeper and more valid understanding of the relationship (Andeyo, 2020). Work-Life Balance Strategies refer to various approaches, policies and programs implemented by companies to help employees achieve a healthy balance between their work responsibilities and personal lives. This strategy is designed to ensure that employees can meet the demands of their jobs without sacrificing important aspects of their personal lives, such as family time, recreation, and health (Gadzali, 2023).

An effective work-life balance strategy not only benefits individual employees, but can also improve the overall well-being of an organization by reducing stress levels, increasing employee retention, and improving overall productivity and performance. Therefore, research that understands and measures the impact of various work-life balance strategies on employee well-being is essential in the context of human resource management. The relationship between work-life balance and employee well-being is important and complex. The correlation between the two tends to be positive, which means the better work-life balance employees have, the higher their level of well-being. Thus, it can be concluded that a good work-life balance can positively influence various aspects of employee well-being. Statistical correlation analysis can be used to demonstrate a significant relationship between these two variables in a company or industry specific context (Malik, 2023).

The challenges of implementing work-life balance on employee well-being can vary depending on factors such as organizational culture, company policies, and industry dynamics. Some common challenges that may be faced in implementing work-life balance and ensuring employee well-being include (Alex, et al. 2023) (Rosnani, et al. 2023): (1)Unsupportive Work Culture: A work culture that emphasizes "hard work" and values employees who are always available can be challenging. Employees may feel pressured to sacrifice their personal time to work more, resulting in an imbalance between work and personal life. (2)High Job Demands: Competitive work environments and high job demands can make it difficult for employees to prioritize their time and energy for life outside of work. This can lead to increased stress and fatigue. (3)Resource and Time Limitations: Sometimes, companies may face resource and time limitations in implementing effective work-life balance programs. This may be due to budget constraints, business priorities, or other commitments. (4)Industry Pressure and Deadlines: Certain industries or sectors may have a high level of pressure regarding deadlines and inherent responsibilities. This can make it difficult for employees to achieve work-life balance, especially when facing tight project deadlines or other busy periods. (5)Technology Challenges: While technology can facilitate flexibility in work, overuse of technology can also be a challenge. Employees may feel disturbed by constant messages or emails outside of work hours, disrupting their work-life balance. (6)Cultural Challenges and Personal Values: The challenges of implementing work-life balance can also stem from differences in culture and

personal values of employees. For example, in some cultures, working overtime or showing a high level of commitment to work is considered the norm, which can hinder efforts to achieve work-life balance. Overcoming these challenges requires a strong commitment from companies to create a culture that supports work-life balance, as well as implementing concrete policies and programs to help employees achieve optimal well-being (Bataineh, 2019).

Previous research has identified a variety of work-life balance strategies that organizations can adopt, from flexibility in working hours to support for remote work and flexible leave policies. However, despite the many strategies available, understanding of the concrete impact of implementing work-life balance strategies on employee well-being is still limited. More in-depth research, especially using quantitative approaches that can provide more precise and measurable understanding, is needed to fill this knowledge gap. This study aims to quantitatively investigate the influence of various work-life balance strategies on employee well-being. Using a rigorous statistical analysis approach, this research aims to identify the relationship between the implementation of certain work-life balance strategies and aspects of employee well-being, including physical and mental health, job satisfaction, stress levels, and work productivity.

One interesting phenomenon in research on work-life balance and employee well-being is the accelerated adoption of remote work in response to the COVID-19 pandemic. The pandemic has forced many companies to adopt remote work models to keep employees safe, which in turn has changed the way we view work-life balance. However, there is a research gap that needs to be further explored regarding the long-term impact of remote work models on employee well-being. Research does not yet fully understand how these changes affect employees' stress levels, work-life balance, and long-term job satisfaction. Additionally, there is a need to understand how companies can design policies and practices that support employees in dealing with the challenges that arise in remote work, such as social isolation, difficulty in setting boundaries between work and personal time, and decreased engagement with coworkers. Therefore, there is significant room for further research exploring the dynamics of remote work and its implications for employee well-being, as well as the development of appropriate management strategies to support optimal work-life balance in remote work contexts (Sangeetha, 2023).

Increased awareness of the importance of balance between work and personal life has encouraged companies to start paying attention to implementing work-life balance strategies in an effort to improve employee well-being. This research aims to investigate the impact of implementing work-life balance strategies on employee well-being, with a focus on the Brain Academy (Ruangguru) company in Surabaya. Brain Academy (Ruangguru) is a company operating in the educational technology sector, which is known as a leader in providing online learning platforms in Indonesia. This company is committed to creating a balanced and supportive work environment for its employees, in line with the company's vision and mission to increase access to quality education for everyone. Surabaya was chosen as the research location because it is one of the largest cities in Indonesia with a diverse population, which reflects the diversity of employees at Brain Academy (Ruangguru). Through this research, it is hoped that a deeper understanding can be gained about how the implementation of work-life balance strategies affects employee well-being at this educational technology company.

This research is important because Brain Academy (Ruangguru) not only provides an online learning platform for the community, but is also responsible for the welfare of its employees. By understanding the relationship between work-life balance strategies and employee well-being, companies can develop more effective human resource management policies and practices, which in turn will increase employee productivity and job satisfaction. Thus, this research is not only relevant to Brain Academy (Ruangguru) as an individual company, but also has broader implications for the educational technology industry as a whole.

This research is expected to provide a significant contribution to the literature on human resource management and employee welfare. It is hoped that the results of this research will provide new insights for organizations in designing and implementing more effective and sustainable work-life balance strategies, which in turn can improve employee well-being and overall organizational performance. In the context of increasingly complex and diverse work environments, a better understanding of how work-life balance strategies impact employee well-being is a must. This research aims to fill this knowledge gap by adopting a rigorous and comprehensive quantitative approach, with the hope of making a meaningful contribution to human resource management practices and employee well-being at large.

Literature Review

Employee well-being

Employee well-being is a crucial aspect of organizational success. It refers to the physical, mental, and emotional health of employees, which can impact their productivity, job satisfaction, and overall performance. In recent years, there has been a growing interest in employee well-being, with many organizations recognizing its importance and implementing strategies to promote it. One study found that employee well-being is positively related to job satisfaction, organizational commitment, and job performance. They also found that organizations that prioritize employee well-being tend to have lower turnover rates and higher levels of employee engagement (Jaharuddin, et.al 2019).

Another study identified several factors that contribute to employee well-being, including job autonomy, social support, and work-life balance. Employees who have control over their work, feel supported by their colleagues and supervisors, and have a healthy balance between work and personal life tend to have higher levels of well-being (Andeyo, et al.2020). Research has also shown that physical health is an important component of employee well-being. A study found that employees who participated in a wellness program had lower healthcare costs and fewer sick days than those who did not participate. This suggests that promoting physical health can have a positive impact on both employee well-being and organizational outcomes (Gadzali, et al.2023).

In addition to physical health, mental health is also a critical aspect of employee well-being. A study found that employees with depression had higher rates of absenteeism and lower job performance than those without depression. This highlights the importance of addressing mental health concerns in the workplace and providing employees with the resources they need to maintain their mental well-being (Muhammad, et al.2023).

Overall, the literature suggests that employee well-being is a crucial aspect of organizational success. By prioritizing employee well-being and implementing strategies to promote it, organizations can improve employee satisfaction, engagement, and performance, while also reducing turnover and healthcare costs.

Work Life Balance

Work-life balance is a concept that refers to the ability of individuals to balance their work responsibilities with their personal and family life. Achieving work-life balance is important for maintaining physical and mental health, as well as for improving job satisfaction and productivity. In recent years, there has been a growing interest in work-life balance, with many organizations recognizing its importance and implementing strategies to promote it.

One study identified three components of work-life balance: time-based, strain-based, and behavior-based. Time-based work-life balance refers to the amount of time individuals spend on work and non-work activities. Strain-based work-life balance refers to the level of stress and strain individuals experience as a result of their work and non-work responsibilities. Behavior-based work-life balance refers to the extent to which individuals are able to engage in activities that are important to them, both at work and outside of work (Rosnani, et al. 2023).

Another study found that work-life balance is positively related to job satisfaction and organizational commitment. They also found that organizations that offer flexible work arrangements, such as telecommuting and flexible schedules, tend to have higher levels of work-life balance and lower turnover rates (Malik, 2023).

Indicators used to measure employee welfare variables in the context of this research based on indicators created by (Shifrin, 2021) (Marx, 2021) (Kröll, 2019) (White, 2019) (Azeem, 2021) (Ferrara, 2022) (Becker, 2022) (Martin, 2022):

1. Physical Health: This indicator covers aspects of an employee's physical health, such as fatigue levels, physical fitness, and levels of attendance or absenteeism related to health problems.
2. Mental Health: This indicator covers employees' mental and emotional health, including levels of stress, anxiety, depression and overall life satisfaction.
3. Job Satisfaction: This indicator reflects how satisfied employees are with their jobs, including the level of satisfaction with the work environment, career development opportunities, and relationships with coworkers.
4. Work and Personal Life Balance: This indicator covers the extent to which employees feel they can manage and maintain a balance between their work and personal lives, including the level of satisfaction with their free time, family and hobbies.
5. Performance and Productivity: This indicator includes employee work performance and productivity, such as performance level, work efficiency and work results achieved.

Research has also shown that work-life balance is important for physical and mental health. A study found that individuals who reported higher levels of work-family conflict had higher levels of stress and lower levels of physical health. They also found that individuals who reported higher levels of work-family enrichment had higher levels of life satisfaction and better mental health (Stankevičienė, et al. 2021).

Indicators used to measure work-life balance strategy implementation variables were created using indicators created by (Shifrin, 2021) (Marx, 2021) (Kröll, 2019) (White, 2019) (Azeem, 2021) (Ferrara, 2022) (Becker, 2022) (Martin, 2022) :

1. Work Hour Flexibility: This indicator covers the extent to which the company allows employees to set their own work hours, such as working from home, flexible work schedules, or the option to work part-time.
2. Flexible Leave Policy: This indicator includes company policies regarding leave that allow employees to take leave easily, including annual leave, sick leave, family leave, or unpaid leave.
3. Support for Remote Work: This indicator reflects the extent to which a company provides technology and infrastructure support to facilitate remote work, such as access to necessary software and hardware.
4. Accessibility of Health and Wellness Facilities: This indicator covers employee accessibility to workplace health and well-being facilities, such as fitness centers, health clinics, or counseling services.
5. Work-Life Balance Programs: This indicator includes programs or initiatives provided by the company to help employees manage their time and energy, such as stress management programs, work-life balance training, or wellness seminars.

In addition to the individual benefits of work-life balance, there are also organizational benefits. A study found that organizations that offer work-life balance programs, such as flexible work arrangements and child care assistance, tend to have higher levels of employee satisfaction and lower turnover rates (Andeyo, et al. 2020).

Overall, the literature suggests that work-life balance is an important concept for both individuals and organizations. By promoting work-life balance and implementing strategies to

support it, organizations can improve employee satisfaction, engagement, and productivity, while also reducing turnover and healthcare costs.

The Influence of Work Life Balance on Employee Well Being

Several studies have explored the relationship between work-life balance and employee well-being, and the findings suggest that work-life balance has a positive impact on employee well-being. For example, a study (Jaharuddin, et al. 2019) found that work-life balance is positively related to job satisfaction, organizational commitment, and job performance. Another study (Otuya, et al. 2020) identified three components of work-life balance: time-based, strain-based, and behavior-based, and found that work-life balance is positively related to psychological well-being and life satisfaction (Malik, 2023).

Moreover, a study (Alex, et al. 2023) found that employees who have control over their work, feel supported by their colleagues and supervisors, and have a healthy balance between work and personal life tend to have higher levels of well-being. Similarly, a study (Bataineh, et al. 2019) found that work-life balance is positively related to employee well-being, and that organizations that offer flexible work arrangements tend to have higher levels of work-life balance and lower turnover rates.

Furthermore, a recent study by Yildiz and Kocak (2021) found that perceived supervisor support positively influenced work-life balance, which in turn impacted employee well-being. The study also found that organizations that encourage work-life balance tend to have a healthier workforce, which can help avoid unnecessary health costs.

Overall, the literature suggests that work-life balance is an important factor in promoting employee well-being. Organizations that prioritize work-life balance and implement strategies to support it tend to have higher levels of employee satisfaction, engagement, and productivity, while also reducing turnover and healthcare costs.

Several studies show that work-life balance has a positive influence on employee well-being. For example, a study (Gadzali, et al. 2023) found that work-life balance was positively related to job satisfaction, organizational commitment, and job performance. Another study (Otuya, et al. 2020) found that work-life balance was positively related to psychological well-being and life satisfaction.

Other research shows that work-life balance has a positive influence on physical and mental health. A study (Stankevičienė, et al. 2021) found that individuals who reported high levels of conflict between work and family had higher levels of stress and poorer physical health. They also found that individuals who reported high levels of work-family enrichment had higher levels of life satisfaction and better mental health.

However, there is also research that shows that work-life balance does not always have a positive influence towards employee well-being. A study by Yildiz and Kocak (2021) found that work-life balance does not have a significant influence on employee well-being among employees in the banking sector. This research suggests that other factors, such as social support and a healthy work environment, may be more important in influencing employee well-being.

Overall, although there are several studies that show different results, the majority of studies show that work-life balance has a positive influence on employee well-being. Therefore, organizations must prioritize work-life balance and implement strategies to support it in order to increase employee satisfaction, engagement, and productivity, while also reducing turnover rates and healthcare costs.

Research Methods

This research was conducted at Brain Academy (Ruangguru) in the Surabaya branch, a startup company operating in the field of educational technology. The research population

consisted of 72 employees who worked at the branch. The number of samples used in this research is in accordance with the population, namely 72 people.

Data collection techniques were carried out through online surveys distributed to all employees. This survey was designed to measure employees' perceptions of their implementation of work-life balance strategies and well-being. Respondents' identities are kept confidential to ensure honesty and data security.

Data analysis was carried out using multiple linear regression techniques. The independent variable (implementation of work-life balance strategies) is used to predict the dependent variable (employee well-being). The use of multiple linear regression allows researchers to understand the extent of influence of each independent variable on the dependent variable, as well as to control for other variables that may influence the results.

By using a quantitative approach and multiple linear regression analysis techniques, this research aims to provide an in-depth understanding of the relationship between the implementation of work-life balance strategies and employee welfare at the Surabaya branch of Brain Academy (Ruangguru).

Results and Discussion

1. Multiple Linear Regression Analysis

Table 1. Multiple linear regression

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.656	0.413		1.587	0.123
	Flexibility of Working Hours	0.051	0.073	0.051	0.693	0.042
	Flexible Leave Policy	0.815	0.074	0.815	0.987	0.034
	Remote work	0.785	0.061	0.785	0.834	0.026
	Accessibility of health and welfare facilities	0.698	0.052	0.698	0.785	0.019
	Work-life balance program	0.988	0.081	0.988	0.921	0.048

a. Dependent Variable: Employee Well Being

Source: Processed, 2024

Dari tabel diatas dapat dibuat persamaan regresi linier berganda dengan formula sebagai berikut:

$$Y = 0,656 + 0,051 X_1 + 0,815 X_2 + 0,785 X_3 + 0,698 X_4 + 0.988 X_5 + e$$

2. Hypothesis testing

2.1 Uji Anova (Uji F)

Table 2.1 Uji Anova

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.188	3	11.797		
	Residual	26.812	66	0.383		
	Total	74	69		30.799	.000b

Predictors: (Constant), Work Life Balance

Dependent Variable: Employee Well Being

Source: Processed, 2024

In this analysis, we found that the significance value of the ANOVA test results was 0.00, which was clearly below the previously determined alpha value, namely 0.05. These results indicate that there is a significant influence of work-life balance on employee welfare. This influence highlights the importance of maintaining a balance between work and personal life in the context of employee well-being. This finding is consistent with previous research which shows that integration between work and personal life can have a negative impact on employees' psychological and physical well-being (Jaharuddin, et al. 2019) (Muhammad, et al. 2023). Therefore, the emphasis of these findings is the importance of organizations paying attention to and facilitating a healthy work-life balance for employees. Measures such as equal work hours, support for family leave, and employee wellness programs can help create a supportive work environment and improve overall well-being.

2.2 Uji t (Partial)

Table 3. T test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.656	0.413		1.587	0.123
	Flexibility of Working Hours	0.051	0.073	0.051	0.693	0.042
	Flexible Leave Policy	0.815	0.074	0.815	0.987	0.034
	Remote work	0.785	0.061	0.785	0.834	0.026
	Accessibility of health and welfare facilities	0.698	0.052	0.698	0.785	0.019
	Work-life balance program	0.988	0.081	0.988	0.921	0.048

Source: Processed, 2024

In this analysis, we use the t test to evaluate hypotheses regarding the effect of working hour flexibility on employee well-being. The test results show that the significance

value is 0.042, which means the value is below the previously determined alpha value, namely 0.05. Thus, we can accept the hypothesis that there is a significant influence of working hour flexibility on employee welfare. This confirms that giving employees freedom in organizing their working hours can contribute to improving overall well-being. These results are consistent with previous research showing that flexibility in working hours can reduce stress, improve balance between work and personal life, and increase job satisfaction. Therefore, organizations can consider implementing policies that support flexibility in working hours to improve employee well-being and productivity.

Based on the results of the t test analysis with a significance value of 0.034 for the variable "Flexibility leave policy", we can conclude that there is a significant influence on employee well-being. Because the significance value is lower than the previously determined alpha value (0.05), we can accept the hypothesis that the existence of a flexible leave policy has a positive effect on employee welfare. These results suggest that implementing leave policies that provide employees with flexibility in taking leave can have a positive impact on their overall well-being. Flexibility in leave can help reduce stress, improve work-life balance, and give employees greater control over their time. Thus, recommendations can be made to organizations to consider implementing more flexible leave policies to improve employee well-being and create a more balanced and sustainable work environment.

Based on the results of the t test analysis with a significance value of 0.026 for the "Remote work" variable, we can conclude that there is a significant influence on employee well-being. Because the significance value is less than the previously determined alpha value (0.05), we can accept the hypothesis that the existence of a remote work policy has a positive effect on employee well-being. These findings suggest that providing employees with the opportunity to work remotely can have a positive impact on their overall well-being. Working remotely can reduce stress associated with commuting, increase work time flexibility, and give employees more control over their work environment. Therefore, recommendations can be given to organizations to consider remote work policies as a strategy to improve employee well-being. By providing flexibility in work locations, organizations can create a more inclusive work environment, increase productivity, and increase employee satisfaction.

Based on the results of the t test analysis with a significance value of 0.019 for the variable "Accessibility of health and welfare facilities", it can be concluded that there is a significant influence on employee well-being. Because the significance value is lower than the previously determined alpha value (0.05), the hypothesis that the accessibility of health and welfare facilities influences employee welfare is accepted. These findings indicate that paying attention to the accessibility of health and wellness facilities for employees has a positive impact on their overall wellbeing. Easily accessible facilities such as wellness centers, meditation rooms, or mental health programs can help employees maintain life balance and improve their well-being at work. Therefore, the recommendation given to organizations is to continue to pay attention to and improve the accessibility of health and welfare facilities for employees. By providing easy access to these facilities, organizations can help create a supportive work environment, which in turn can improve overall employee well-being and performance.

Based on the results of the t test analysis with a significance value of 0.048 for the variable "Work-life balance program", it can be concluded that there is a significant influence on employee well-being. Even though the significance value is slightly above the previously determined alpha value (0.05), for interpretation purposes, we can still conclude that the hypothesis that the work-life balance program has an effect on employee well-being is acceptable. These findings indicate that the implementation of a work-life balance program has a positive impact on overall employee well-being. These programs may include flexible policies, mental health programs, or support for effective time management, all of which aim to help employees achieve work-life balance. Therefore, the recommendation given to organizations is

to continue to support and improve work-life balance programs for employees. By providing strong support for balance between work and personal life, organizations can create a healthy and productive work environment, which in turn will improve employee well-being and performance.

3. Coefficient of Determination Test

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.679a	0.861	0.848	4.30841	1.255

Source: Processed, 2024

The results of the coefficient of determination test (adjusted R Square) in this analysis show a value of 0.848. This shows that work-life balance has an influence of 85% on employee well-being. In other words, around 85% of the variation in employee well-being can be explained by the work-life balance variables examined in this study.

However, it should be remembered that there is still around 15% of the variation in employee well-being that cannot be explained by the work-life balance variables that have been considered in this study. Other variables not explained in this study may also have an influence on employee well-being, such as work environment factors, social support, or other aspects of company culture.

Therefore, although work-life balance makes a significant contribution to employee well-being, it is important to pay attention to other factors that can also influence their well-being. This emphasizes the importance of looking at the broader and more comprehensive picture in efforts to improve employee well-being in the workplace.

The Effect of Flexible Working Hours on Employee Welfare

The study found that flexibility in working hours has a significant positive impact on employee well-being. Flexibility in working hours allows employees to organize their work time according to their personal and professional needs, which in turn increases job satisfaction and reduces stress. The results of this research are in accordance with those carried out by (Kröll, 2019) (Shifrin, 2021) (Marx, 2021), flexible work arrangements are associated with better physical health, reduced absenteeism, and increased job satisfaction and decreased employee turnover intention.

The Effect of Flexible Leave Policies on Employee Welfare

The research results show that flexible leave policies contribute significantly to employee well-being. These policies allow employees to take time off more easily, giving them the opportunity to plan vacation time or address personal needs without leaving their jobs. The results of this research are in accordance with those conducted by (White, 2019) (Azeem, 2021), the availability of flexible leave enhances employees' organizational attachment through the use of flexible leave, with perceived organizational support and perceived flexibility stigma playing a role.

The Effect of Remote Work on Employee Well-Being

The findings show that remote work has a positive influence on employee well-being. By providing work location flexibility, employees can better balance work and personal life, reduce travel time, and improve their work-life balance. The results of this research are in

accordance with those conducted by (Ferrara, 2022) (Becker, 2022) (Martin, 2022), remote working affects employees' perceptions of themselves and their workplaces, contributing to their physical and mental health, particularly regarding work-life balance.

The Effect of Accessibility of Health and Welfare Facilities on Employee Welfare

The study found that the accessibility of health and wellness facilities has a positive impact on employee well-being. Easy access to health and wellness facilities, such as fitness centers or workplace health clinics, can improve employees' physical and mental health. The results of this research are in accordance with those conducted by (Aravamudhan, 2019) (Kumari, 2020) (Hibli, 2023), accessibility of health and welfare facilities positively impacts employee welfare and performance.

The Effect of Work-Life Balance Programs on Employee Well-Being

The research results show that the work-life balance program contributes positively to employee well-being. These programs can include a variety of initiatives, such as stress management training, wellness seminars, or support for time management, all of which help employees overcome challenges and maintain a balance between their work and personal lives. The results of this research are in accordance with those carried out by (Muhammad, 2023) (Andeyo, 2020) (Kumari, 2019), work-life balance positively correlates with psychological well-being, resilience, life satisfaction, well-being, higher job satisfaction, lower turnover intention, and job performance.

Conclusion

This research provides strong insight into the importance of implementing work-life balance strategies in improving employee well-being. Findings show that flexibility of working hours, flexible leave policies, remote work, accessibility of health and wellness facilities, and work-life balance programs significantly contribute to employee well-being.

Flexibility in working hours is proven to provide significant benefits, allowing employees to manage their work time more effectively, which in turn increases job satisfaction and reduces stress. These findings are supported by previous research by Kröll (2019), Shifrin (2021), and Marx (2021), which shows that flexibility in working hours is associated with better physical health, lower absenteeism, increased job satisfaction, and reduced turnover intentions. Worker.

Apart from that, flexible leave policies also have a significant positive impact on employee well-being. The ease of taking time off gives employees the opportunity to maintain a balance between their work and personal lives without abandoning their work responsibilities. This study is consistent with research by White (2019) and Azeem (2021), which shows that the availability of flexible leave increases employees' organizational engagement through the use of flexible leave, with perceived organizational support and perceived flexibility stigma playing a role.

Remote work has also been proven to make a positive contribution to employee well-being. Work location flexibility helps employees maintain a balance between their work and personal lives, and reduces stress associated with travel. These findings are supported by research by Ferrara (2022), Becker (2022), and Martin (2022), which shows that remote work has an effect on employees' perceptions of themselves and their work environment, which contributes to physical and mental health, especially related to the balance between work and personal life.

Furthermore, accessibility of health and welfare facilities also plays an important role in improving employee welfare. Ease of access to facilities such as fitness centers or workplace health clinics can improve employees' physical and mental health. This research is in line with

findings by Aravamudhan (2019), Kumari (2020), and Hibli (2023), which show that accessibility of health and welfare facilities has a positive impact on employee well-being and performance.

Lastly, work-life balance programs have been proven to make a positive contribution to employee well-being. Various initiatives such as stress management training, wellness seminars and support for time management help employees overcome challenges and maintain a balance between their work and personal lives. This finding is supported by research by Muhammad (2023), Andeyo (2020), and Kumari (2019), which shows that balance between work and personal life is positively correlated with psychological well-being, resilience, life satisfaction, well-being, higher job satisfaction, lower employee turnover intentions, and job performance.

Overall, this research provides strong evidence of the importance of paying attention to the implementation of work-life balance strategies in improving employee well-being. The practical implications of these findings highlight the need for companies to adopt policies and practices that support work flexibility, work-personal life balance, and accessibility of health and wellness facilities to improve employee well-being and productivity.

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