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**IMPLEMENTATION OF WORK LIFE BALANCE POLICIES FOR
EMPLOYEES AT BPJS KETENAGAKERJAAN DEPOK BRANCH**

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Abstract:

The increasing work demands in public service institutions have raised concerns about employee well-being, particularly regarding Work Life Balance policy implementation. This study aims to analyze the implementation of Work Life Balance policies among employees at BPJS Ketenagakerjaan Depok Branch, identify supporting and inhibiting factors, and examine employee perceptions of the implemented policies. A qualitative approach using the case study method was employed, with four employees selected through purposive sampling as the unit of analysis. Data were collected through in-depth interviews, observation, and documentation, then analyzed using the Miles and Huberman interactive model. The findings indicate that Work Life Balance policy implementation at BPJS Ketenagakerjaan Depok Branch has been formally structured, encompassing official working hours, 12 days of annual leave, health check programs, religious activities, and annual employee gatherings. Supporting factors include adequate office facilities, clear SOPs, harmonious workplace relationships, and a non-hierarchical work culture. However, significant gaps exist between formal policies and field implementation, particularly when workloads are high. Key obstacles include insufficient human resources relative to workload volume, ineffective workload distribution mechanisms, socialization activities conducted outside working hours, and inadequately addressed employee psychological well-being. Employee perceptions were generally positive yet critical, appreciating management commitment while expressing dissatisfaction with inconsistent implementation and insufficient attention to psychological welfare. These findings suggest that strengthening socialization, adding proportional personnel, establishing equitable workload redistribution mechanisms, and providing psychological support services are essential to optimize Work Life Balance policy implementation sustainably.

Keywords: Work Life Balance, Policy Implementation, Employee Well-being, Employee Performance, BPJS Ketenagakerjaan

BACKGROUND

The increasing complexity of work demands in modern organizations, particularly in public service institutions, has made Work Life Balance a critical concern in human resource management. Work Life Balance refers to the dynamic equilibrium achieved when individuals successfully manage their professional responsibilities alongside personal and family commitments, resulting in enhanced well-being, productivity, and organizational commitment (Marsenda & Wicaksari, 2025). In Indonesia, the growing pressure for performance targets in state-owned enterprises (BUMN) and public service agencies has intensified the challenge of maintaining this balance for employees.

BPJS Ketenagakerjaan, as a public service institution responsible for providing social security protection to millions of workers across Indonesia, operates under significant service



delivery pressures. At the branch level, such as BPJS Ketenagakerjaan Depok Branch, employees face demanding membership targets, complex administrative requirements, and expanding service volumes that directly impact their work-life balance. A pre-research survey conducted among 27 employees revealed that 89% reported experiencing negative impacts from work-life imbalance on their performance and well-being, while 78% indicated that daily workloads frequently exceeded established working hours, disrupting their personal time.

Previous research has predominantly employed quantitative approaches to examine Work Life Balance effects on performance, job satisfaction, and turnover intention across various organizational settings. However, empirical studies specifically examining Work Life Balance policy implementation in public service institutions through qualitative case study methods remain limited. This gap is particularly significant given that public service organizations operate under distinct regulatory frameworks, bureaucratic cultures, and service obligations that differentiate them from private sector organizations.

Therefore, this research focuses on examining how Work Life Balance policies are implemented at BPJS Ketenagakerjaan Depok Branch, identifying the factors that support and hinder their implementation, and analyzing employee perceptions of the implemented policies. The findings are expected to contribute practical recommendations for optimizing Work Life Balance policy implementation in public service institutions while enhancing employee well-being and organizational performance sustainably.

THEORETICAL FRAMEWORK

Work Life Balance

Work Life Balance is defined as the harmonious condition in which individuals successfully manage the demands of their professional and personal lives without excessive conflict or sacrifice (Darmawan, 2025). According to (Nawano et al., 2024), Work Life Balance should be understood as a continuous process rather than a final achievement, where employees maintain professional performance without compromising personal well-being. (Seninasari & Ridwan, 2025) further emphasizes that Work Life Balance contributes directly to employee performance improvement when organizational policies genuinely support its attainment.

McDonald and Bradley identify three primary dimensions of Work Life Balance measurement: Time Balance, referring to equitable time allocation between work and personal life; Involvement Balance, concerning proportional psychological engagement across career and family roles; and Satisfaction Balance, measuring the degree of happiness derived from both professional and personal domains (Gaol et al., 2023). These dimensions provide a comprehensive framework for evaluating Work Life Balance achievement within organizational contexts.

Policy Implementation Theory (Edwards III)

George C. Edwards III's policy implementation theory identifies four critical variables determining policy implementation success: Communication, ensuring clear and consistent transmission of policy objectives to implementers; Resources, encompassing adequate personnel, knowledge, and infrastructure; Disposition, referring to implementers' attitudes and commitment to executing the policy; and Bureaucratic Structure, including Standard Operating Procedures (SOP) that standardize implementation actions (Tiwa et al., 2023). This framework provides the analytical foundation for examining Work Life Balance policy implementation effectiveness at BPJS Ketenagakerjaan Depok Branch.

Role Theory

Role Theory posits that individuals simultaneously occupy multiple social roles carrying specific behavioral expectations. When work and personal role demands conflict,



individuals experience role conflict that negatively impacts psychological well-being and organizational performance (Wirtadipura & Sumarjo, 2025). Role overload occurs when cumulative role demands exceed an individual's time and capacity, manifesting in burnout, reduced productivity, and decreased job satisfaction. Work Life Balance policies serve as institutional mechanisms designed to help employees manage role boundary tensions and maintain equilibrium between competing demands.

METHOD

This research employed a qualitative descriptive approach using the case study method to comprehensively examine Work Life Balance policy implementation at BPJS Ketenagakerjaan Depok Branch. The qualitative design was selected for its capacity to capture in-depth experiences, contextual meanings, and nuanced perceptions that quantitative methods cannot adequately address.

Participants were selected through purposive sampling based on their direct involvement in Work Life Balance policy formulation or implementation. Four key informants participated: one Departmental Head (as policy maker), and three employees from different work units (as policy implementers). This composition enabled triangulation of perspectives across organizational hierarchies, providing both managerial insights and frontline employee experiences.

Data were collected through three complementary methods: in-depth interviews using structured interview guides covering policy understanding, implementation experiences, supporting and inhibiting factors, and employee perceptions; direct observations of daily work routines, facility utilization, and Work Life Balance implementation practices; and documentation analysis of organizational policies, activity records, and relevant institutional documents. Research was conducted from January to June 2026.

Data validity was ensured through triangulation of both techniques and sources, cross-referencing interview findings with observational data and documentation. Data analysis followed the Miles and Huberman interactive model, comprising four sequential stages: data collection, data reduction, data display, and conclusion drawing with verification (Zhada et al., 2024).

RESULT

Work Life Balance Policy Implementation: Understanding and Experience

Based on observations and interviews with four informants at the Depok Branch of BPJS Ketenagakerjaan, the implementation of the Work Life Balance policy has covered formal aspects such as working hours (8:00 a.m.–5:00 p.m.), the right to 12 working days of annual leave, sick leave, maternity leave, a ban on excessive overtime, as well as various support programs such as Customer Gatherings, group sports activities, periodic health checkups, and annual Employee Gatherings. All informants acknowledged the existence of these policies and assessed them in writing as being sufficiently comprehensive.

However, differences in the level of understanding were found between the managerial and operational levels. Participant A (Department Head) had a comprehensive understanding of the policy because they were involved in its formulation, while Participants B, C, and D (operational staff) only understood the aspects of the program that directly affected them. Policy dissemination has not been uniform or consistent, as Participant C noted that HR-led briefings are rarely conducted. Participant D added that significant on-the-ground adjustments are still needed due to a gap between written policies and daily practices such as workloads that are not yet fairly distributed and psychological well-being programs that are not yet optimized.

Management support was rated as fairly good; for example, supervisors quickly approved leave requests and did not require overtime unless it was urgent. Nevertheless, the findings indicate that the Depok Branch of BPJS Ketenagakerjaan has a structurally strong



foundation for Work Life Balance policies, but effective implementation still requires strengthening in the areas of outreach, equitable information distribution, and consistent execution so that all employees at every level can understand and make optimal use of the policies.

Supporting and Inhibiting Factors

Supporting factors identified across all informants include: adequate office facilities comprising rest rooms, gym, reading room, pantry, and prayer room; clear SOPs providing strong organizational foundations; equitable leave policies accessible to all employees; harmonious interpersonal relationships among colleagues; digital attendance systems facilitating working hour monitoring; and a non-hierarchical work culture enabling open communication with supervisors.

Conversely, several ongoing obstacles were also identified. Chief among these is the imbalance between available human resources and the ever-increasing workload, particularly during peak periods with a high volume of membership claims or the launch of national programs. All informants complained about the imbalance between the volume of work and the number of available staff. Participant A stated that the number of staff is not yet commensurate with the ever-increasing workload, while Participants B and D added that the lack of an effective workload redistribution mechanism results in the tasks of absent employees being shifted to coworkers without clear compensation. In addition, membership outreach activities including Car Free Day events are often scheduled outside of working hours and on holidays, which directly erodes employees' rest and personal time. System malfunctions during peak usage periods and inadequate service counters further exacerbate operational pressures.

Employee Perceptions of Work Life Balance Policy

Employee perceptions of the Work-Life Balance policy at the Depok Branch of BPJS Ketenagakerjaan were explored through interviews with four informants. All participants acknowledged that, formally, the Work Life Balance policy has been implemented fairly well, as evidenced by regulations governing working hours, leave entitlements, and welfare programs such as employee gatherings and physical activities that comply with regulations. Participant A assessed that management's commitment was clearly evident, while Participant B noted that while management's good intentions were present, implementation on the ground had not been consistent.

Nevertheless, all informants revealed a gap between written policies and actual conditions on the ground, particularly when the workload increased. Participant C stated that the implementation of Work Life Balance is highly dependent on unpredictable workloads, making overtime and activities outside of working hours difficult to avoid. Participant D added that aspects of psychological well-being and workload management have not been adequately addressed, causing work-related stress to spill over into personal life and disrupt the quality of time spent with family.

The differences in perception among the informants lie primarily in the aspects they highlighted: Participant A emphasized structural disparities; Participant B highlighted inconsistencies during periods of high work pressure; Participant C noted dependence on workload conditions; and Participant D emphasized the need to improve workload management and focus on mental health. Informants suggested that the policy be strengthened through structured monitoring, staff rotation during peak seasons, a ban on work-related communication outside of office hours except in emergencies, and the addition of mental health programs.

Overall, employees' perceptions are positive yet critical. They appreciate management's efforts but hope that the implementation of Work Life Balance is not limited to normal working conditions but is actually enforced more rigorously during periods of high



work pressure. These findings indicate that the Work Life Balance policy already has a strong foundation but still requires improved consistency in implementation, greater attention to psychological well-being, and more structured monitoring mechanisms so that its benefits are felt equally by all employees.

DISCUSSION

WORK LIFE BALANCE Policy Implementation

The findings demonstrate that Work Life Balance policy implementation at BPJS Ketenagakerjaan Depok Branch maintains a formally sound foundation with diverse structured programs. This aligns with (Imasar et al., 2024), who defines Work Life Balance policies as organizational guidelines encompassing flexible working arrangements, leave provisions, and welfare programs aimed at enhancing employee work-life balance. However, the persistent gap between formal policy documentation and actual field implementation reflects a fundamental challenge in public service organizational contexts.

The disparity in understanding between managerial and operational levels suggests that policy dissemination has not been carried out evenly or consistently. This indicates that organizational awareness of the importance of work-life balance for all employees still needs to be improved (Panjaitan et al., 2023). Furthermore, overtime, work-related communication outside of office hours, and the delegation of tasks when colleagues are on leave still frequently occur, especially when the workload increases. These conditions blur the line between work and personal life, preventing the full benefits of Work Life Balance from being realized.

The results of this study reinforce (Ruslan et al., 2025) findings that Work Life Balance can increase job satisfaction and reduce burnout, but its effectiveness depends heavily on consistent implementation amid varying levels of work pressure. Furthermore, (Andarista et al., 2024) cites a PwC survey showing that 75% of employees in Indonesia feel satisfied thanks to consistently implemented Work Life Balance policies. Therefore, strengthening outreach, ensuring equitable information distribution, maintaining consistency in implementation, and aligning service targets with human resource capacity are crucial factors for sustainably optimizing the benefits of Work Life Balance for all employees at the Depok Branch of BPJS Ketenagakerjaan.

Supporting and Inhibiting Factors

The identified supporting factors, particularly adequate facilities and harmonious workplace relationships, align with McDonald and Bradley's Satisfaction Balance dimension. (Fitriani et al., 2025) confirms that conducive work environments characterized by comprehensive facilities and collaborative interpersonal dynamics foster comfort, motivation, and productive collaboration essential for Work Life Balance attainment. The non-hierarchical work culture further supports Edwards III's disposition variable, enabling employees to communicate concerns without hierarchical barriers.

The primary inhibiting factor human resource deficiency relative to workload volume directly undermines Edwards III's resources variable. (Meilanti et al., 2025) asserts that organizations unable to manage workloads proportionally experience negative impacts on employee job satisfaction and Work Life Balance. (Akbar, 2025) further demonstrates that unmanageable workload volumes produce mental and physical exhaustion that deteriorates service quality and productivity. The role conflict framework from Role Theory explains how insufficient personnel creates situations where employees must simultaneously fulfill multiple role responsibilities that exceed their temporal and cognitive capacity, generating persistent conflict between professional obligations and personal needs (Fikri & Wahyudi, 2024).

Thus, the implementation of the Work Life Balance policy at the Depok Branch of BPJS Ketenagakerjaan is influenced by the interaction between enabling factors (facilities, regulations, a supportive work culture) and inhibiting factors (human resource imbalances,



fluctuating workloads, and activities outside of working hours). Strengthening existing supporting factors and addressing inhibiting factors more systematically are strategic steps that management must take to optimize the sustainable implementation of the Work Life Balance policy.

Employee Perceptions

The positive yet critical employee perceptions reflect the complex reality of Work Life Balance implementation in high-demand public service contexts. (Andarista et al., 2024) identifies work-life balance as a significant determinant of mental health, stress reduction, and job satisfaction, confirming that Work Life Balance policies provide genuine benefits when consistently applied. However, the identified dissatisfaction with inconsistent implementation and inadequate psychological support suggests that programmatic Work Life Balance elements while valued are insufficient without behavioral and structural consistency.

The absent psychological support dimension represents a critical gap. (Ulhaq & Suratman, 2025) demonstrates that mentally healthy employees demonstrate greater energy and job satisfaction, while workplaces supporting flexibility and mental health can prevent burnout and enhance productivity. (Widiantara et al., 2025) additionally confirms that poor Work Life Balance maintenance increases turnover intentions, with excessive workload as the primary driver of diminished organizational commitment and loyalty. These findings collectively indicate that Work Life Balance policy optimization requires attention beyond physical and programmatic elements to encompass the psychological well-being infrastructure necessary for sustainable employee balance.

Based on these findings, the implementation of work-life balance policies cannot be achieved solely through the provision of wellness programs; it also requires consistent application across various work conditions. Therefore, organizations need to strengthen workload management, enhance support for psychological well-being, and conduct periodic evaluations so that all employees can fully benefit from work-life balance policies.

CONCLUSION

This study concludes that Work Life Balance policy implementation at BPJS Ketenagakerjaan Depok Branch possesses a formally sound foundation encompassing diverse structured programs, yet has not achieved optimal effectiveness due to persistent gaps between formal policy documentation and field implementation. Three principal conclusions emerge: First, policy comprehension differs significantly between managerial and implementation levels, with socialization requiring strengthening to ensure equitable understanding across all organizational levels. Second, implementation effectiveness is influenced by the interaction between supporting factors adequate facilities, clear SOPs, harmonious workplace culture and inhibiting factors including human resource deficiency, ineffective workload redistribution mechanisms, and work-related demands intruding upon personal time. Third, employee perceptions are positive yet critical, appreciating management commitment while expressing substantive dissatisfaction regarding policy consistency, workload management equity, and absent psychological well-being support.

These findings suggest that optimizing Work Life Balance implementation requires: proportional personnel additions aligned with membership growth; equitable workload redistribution mechanisms providing appropriate compensation; regular and comprehensive Work Life Balance policy socialization across all work units; consistent policy enforcement during high-workload periods; and psychological well-being support services including employee counseling programs or Employee Assistance Programs. Future researchers are recommended to employ quantitative or mixed-method approaches, expand participant coverage across multiple BPJS Ketenagakerjaan branches, and conduct longitudinal studies across varying workload periods to capture dynamic implementation patterns.



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