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Analysis of Work Life Balance Of Employees In Mining Company PT. Pertamina Hulu Rokan

Hadi Putra Yuza[1*], Jaya Addin Linando[2]

[1,2]Faculty of Business and Economics, Islamic University of Indonesia.

[1*]Corresponding Author : hadiyuza@gmail.com

Abstract

This study aims to analyze the impact of work-life balance on employee performance in the mining sector, focusing on the Pertamina Hulu Rokan (PHR) company. This study uses a qualitative approach with an in-depth interview method with eight purposively selected informants, consisting of productive employees aged 20 to 60 years. The results of the study indicate that work-life balance has a significant influence on physical and mental well-being, job satisfaction, organizational commitment, and employee productivity. Factors such as age, worship, hobbies, gender, and healthy lifestyles play an important role in maintaining this balance. The implication of this study is the importance of companies implementing flexible and inclusive policies to support work-life balance, which can ultimately improve employee performance and reduce the risk of burnout and stress in a challenging work environment.

Keywords: Work Life Balance, Mining Industry, Employee Performance, Employee Welfare

INTRODUCTION

In the current context of globalization and digitalization, work-life balance has become an important topic discussed in various industries. Work-life balance refers to a person's ability to manage work responsibilities and personal commitments in a balanced manner without sacrificing one or the other. As work demands increase, which can trigger stress and negatively impact employee well-being, this concept is increasingly relevant (Greenhaus & Beutell, 1985). The mining industry, for example, plays a major role in the economy of many countries, including Indonesia. In addition to making a significant

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contribution to Gross Domestic Product (GDP), this sector also provides employment for thousands of workers. However, work in this sector often requires long working hours, tough conditions, and remote locations, which can affect the balance between employees' work and personal lives.

The concept of work-life balance (WLB) refers to an individual's ability to manage work responsibilities and personal life well. This balance is essential for maintaining employees' physical and mental well-being, increasing productivity, and reducing stress and burnout. The mining sector has a positive impact, especially in terms of job opportunities and income. Commercial mining is able to create jobs and transfer skills for more than 2 million workers. However, alongside these positive impacts, there are also various controversial issues such as financial issues, environmental sustainability, and social justice, all of which are related to employee welfare (Adam, 2023).

The Indonesian economy is highly dependent on the mining sector. The growth of the mining industry in 2018, 2019, and 2020 continued to increase, causing miners to strive to maintain job security and maintain their loyalty to the job. In order to survive the risks of work, miners are required to remain loyal to their profession in the mining sector, as explained by (Sukandarrumidi, 2017). In addition, employees of different age groups have different needs and priorities in terms of work-life balance. For example, younger employees tend to focus more on career development and tend to spend more time at work, while older employees value time with family and personal activities more (Kalliath & Brough, 2008). This shows that age plays an important role in how employees manage their work-life balance.

Previous studies have shown that there are significant differences in how employees of different ages manage work-life balance. A study by (Twenge, 2010) revealed that millennials tend to have higher expectations for work flexibility and work-life balance than previous generations. Conversely, (Parkes & Langford, 2008) found that older employees often have a stronger emotional attachment to their jobs, making it difficult to balance work and personal life demands. (Haar et al., 2014) also showed that work-life balance has an impact on job satisfaction, organizational commitment, and overall employee well-being, where employees who achieve balance tend to be more satisfied and experience lower burnout. In addition, a comfortable work environment and adequate facilities also affect employee performance, as mentioned by (Isyandi, 2018). The work environment is defined as everything around employees that can affect their performance, including tools, workplaces, and work methods (Nitisemito, 2019; Mardiana, 2017; Sunyoto, 2017). This study will use a qualitative approach to understand the

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perceptions, challenges, and strategies of employees of various ages in managing work-life balance, with the aim of providing more specific insights and practical recommendations for management in designing policies that support this balance.

This research is important because it will provide a significant contribution to the understanding of work-life balance in the Indonesian context. In addition, the results of this study are expected to help organizations in designing more inclusive and adaptive policies and practices, which not only take into account the needs of younger employees but also older employees. Thus, organizations can create a healthier and more productive work environment, which will ultimately improve employee performance and overall well-being.

THEORETICAL FRAMEWORK

Work Life Balance

Work-life balance (WLB) is an individual's ability to manage time and energy between work and personal life in a balanced way, so that there is no excessive conflict between the two (Greenhaus & Allen, 2011). Employees who are able to achieve this balance tend to be more engaged in their work and feel more satisfied, both in their work and social life (Irma & Yusuf, 2020). In addition to increasing employee engagement, work-life balance also has a positive impact on employee well-being, making them feel happier, healthier, and motivated to participate in social activities and spend time with their families.

An imbalance between work and personal life can result in stress, fatigue, and decreased productivity. Employees who feel constantly under pressure and do not have enough time to recover tend to lose focus and experience decreased work quality (Azizah, 2022). In the long term, this imbalance can lead to decreased job satisfaction and high employee turnover rates, so it is important for organizations to support this balance through flexible policies that care about employee well-being.

According to (Pratama & Setiadi, 2021), elements such as work affecting personal life and personal life affecting work need to be managed well to improve employee well-being. Work flexibility, management support, and employee well-being programs are some of the strategies that can help achieve this balance, which ultimately has a positive impact on performance, job satisfaction, and productivity in the long term.

Mining Industry Employees

Mining workers work in high-risk and often remote environments, with tasks that include the extraction, processing, and transportation of mined products. Due to the

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challenging working conditions, well-being, motivation, and safety are the main focus of human resource research in this industry. Employee performance is critical to achieving organizational goals such as quality, efficiency, and effectiveness. Palinggi (2020) stated that employee performance can be measured and improved through performance appraisals, while according to Irwan (2017), performance includes the quantity and quality of work provided by all work units.

In addition to work-life balance, the work environment also plays an important role in influencing employee performance. Nitisemito (2019) stated that the work environment includes tools, places, and work methods that affect performance, both individually and in groups. A good work-life balance allows employees to balance work responsibilities and personal life, which has a positive impact on employee engagement in the company. Conversely, an imbalance can cause stress and decreased performance (Salwan et al., 2019).

Employee Performance

Employee performance includes the results achieved and the behavior displayed in the workplace (Linando, 2021). According to Bawono & Mustofa (2017), performance reflects how effectively an organization uses resources to achieve goals, including cooperation and communication between departments. Performance evaluation involves measuring output, quality, productivity, and stakeholder satisfaction, and includes a process of continuous improvement to achieve better goals in the future.

Performance also reflects how well employees meet the targets and goals set by the organization. Paramita (2017) stated that performance measurement includes aspects of quantity, quality, efficiency, and effectiveness, including the ability to deal with work obstacles. Obiageli et al. (2015) emphasized that performance involves employee processes and efforts, as well as assessments through various evaluation techniques, including punctuality and compliance with procedures.

Performance measurement involves various indicators such as time targets, physical and intellectual abilities, and motivation (Sitepu, 2013; Asamani et al., 2015). Johari et al. (2018) added that the work environment, ability to do the job, and motivation affect employee performance. In addition, Kharis et al. (2015) mentioned quality, quantity, and timeliness as important aspects in assessing performance, along with cost effectiveness, need for supervision, and interpersonal impact.

RESEARCH METHOD

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In this study, the researcher applied a qualitative research method. Based on Sugiyono's view (2018), qualitative research is an approach based on philosophy to explore scientific situations, including experiments. This method prioritizes data collection and analysis qualitatively, with a greater focus on meaning. Qualitative research involves analyzing social activities, attitudes, and perceptions of individuals or groups to describe the phenomena or objects being studied.

This study uses a qualitative method to understand the work-life balance of employees at Pertamina Hulu Rokan (PHR). Data were collected through in-depth interviews with eight purposively selected informants, namely productive employees between 20 and 60 years old. Interviews were conducted via the Zoom application with an average duration of 25 minutes per session. Data collection was also supported by documentation that verified the interview process. Data analysis techniques were carried out inductively, organizing information into categories, patterns, and themes to understand the phenomena being studied.

Table 1. Research Informants

Informant Name	Gender	Interview Duration (Minutes)
YU	M	26
FA	M	23
AN	M	30
WA	M	21
HA	M	24
MO	F	27
EF	M	23
RO	M	31

This study focuses on Pertamina Hulu Rokan (PHR) employees. This study will examine how employees manage work-life balance, and how company policies related to Age, Worship, Gender, Hobbies, and a healthy lifestyle affect this balance. For the purpose of this study, informants were interviewed according to predetermined criteria. The purpose of this interview was to obtain data and information that is accurate and relevant to the research subject. Pertamina Hulu Rokan (PHR) is a subsidiary of PT Pertamina (Persero) which operates in the upstream oil and gas sector, with a primary focus on exploration and production activities. PHR took over the management of the

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Rokan Block, one of the largest and most productive oil blocks in Indonesia, on August 9, 2021 from PT Chevron Pacific Indonesia (CPI).

RESULT AND DISCUSSION

This chapter discusses the findings from interviews with key informants and supporters to obtain accurate information and to confirm the answers from the informants. The interview results are compiled and discussed with references to relevant articles on the following points.

RESULT

How work-life balance affects the lifestyle of mining employees and employee performance in the company

Based on the results of interviews with informants, it was found that work-life balance has a significant influence on employee lifestyle and performance in the mining sector. This influence can be described in several aspects, including balance based on age, worship, hobbies, gender, and healthy lifestyle. Balance based on age shows the differences in how older and younger employees balance work and personal life. Informants revealed that older employees tend to focus more on family and life balance, while younger employees are more flexible and tend to work longer. Support from the company, such as age flexibility policies, is considered very important in supporting this work-life balance.

Policies such as age-based balance are considered important elements in maintaining work-life balance. For example, informant YU stated that *"Yes, it is very important because harmony in the work environment can make work better and of course the results of the work will also be better."* In addition to YU, other informants such as FA also stated: *"I feel that as we get older, we are required to be more flexible in working because we also have to prepare ourselves outside the work environment when we enter retirement."* In addition to YU and FA, other informants such as HA also stated that: *"Of course, Sir. Young employees are often more flexible and can work longer, while older employees usually focus more on the balance between work and personal life, because they may already have greater family responsibilities."* and informant RO also stated that: *"As I get older, I feel more responsible for guiding the young, Sir. We need flexibility so that we can focus on protecting them, and of course also taking care of ourselves."* This is also reinforced by the experience of other informants in age balance.

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In addition, the balance between work and worship also received attention from informants. Many stated that the company provides flexible time for worship, so that they can still fulfill spiritual obligations without sacrificing work productivity. Informants emphasized the importance of efficient time planning, where the worship schedule is adjusted to rest time, so as not to interfere with performance. Adequate worship facilities in the workplace are also considered to help employees maintain a balance between their work and spiritual lives.

Another aspect found was gender balance in managing work-life balance. Several informants revealed that men and women have different ways of managing this balance. Women often prioritize flexibility to handle household responsibilities, while men focus more on career and professional development. However, there is a trend where men are also starting to play a role in domestic tasks, indicating a shift towards a more even balance between the two genders in terms of time management and responsibilities.

Furthermore, Most informants emphasized that a healthy lifestyle is very important to improve productivity and well-being in the workplace. Informant YU said: *"Maintaining a healthy lifestyle such as dividing rest time and doing activities."* And other informants such as FA also said: *"By living healthily I will get an assessment from the medical team which affects the amount of salary increase every year which of course will improve the quality of my health from a psychological perspective."* And informant MO has the opinion: *"Yes, sir, getting enough sleep is very important in maintaining health and balance. Good quality sleep helps restore energy, improves concentration, and reduces stress, all of which have a positive impact on work performance and personal well-being. Without enough sleep, it is difficult to maintain productivity and balance between work and personal life."* And informant WA who said: *"Healthy living habits such as exercising regularly and eating nutritious food make me feel more energetic and focused. With a good body condition, I can be more productive in completing work and feel better overall, sir."* Based on the opinions of the informants, it can be concluded that a healthy lifestyle plays an important role in improving employee productivity and well-being in the workplace. Employees emphasized the importance of good time management for activities and rest, regular exercise, adequate sleep, and a healthy diet.

Lastly, a healthy lifestyle is also considered to have a significant impact on work-productivity balance. Informants emphasized the importance of physical activity, adequate sleep, and a healthy diet in maintaining their well-being. By maintaining physical and mental health, employees feel more productive and are able to carry out their tasks

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better. A healthy lifestyle not only improves performance but also contributes to personal satisfaction and happiness, which ultimately supports work-life balance.

Table 2. Phenomena Found

Aspects	Phenomena
Age	Flexibility for Young Employees Differences in Employee Priorities
Pray	The company provides rest time for worship Good planning
Gender	Women focus more on personal life and household responsibilities Men focus more on careers
Hobby	Reduce work stress Do hobbies on holidays
Healthy Lifestyle	Maintaining productivity and well-being Healthy lifestyle aspects

DISCUSSION

The Influence of Work Life Balance on the Lifestyle and Performance of Mining Employees

The interview results show that work-life balance (WLB) has a major influence on the performance and lifestyle of mining employees. This balance involves various elements such as age, worship, hobbies, gender, and a healthy lifestyle which are very important to maintain individual productivity and well-being. Young employees, especially Millennials and Gen Z, emphasize flexibility in working because they prioritize work-life balance. According to (Schroth, 2019), the younger generation really expects freedom and flexibility in the workplace to prepare for their future. On the other hand, senior employees prioritize balance between their personal life and work, in line with findings from (Zacher et al., 2018) which states that older employees tend to choose balance over career advancement.

Balance in worship is also an important concern. Companies that provide adequate time and facilities for worship will create an inclusive work environment. Research (Ali et al., 2015) revealed that providing space for employees to carry out worship contributes to

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increased productivity and psychological well-being. This is reinforced by (Linando, 2024) who stated that the time and place of worship provided by the company supports a balance between spiritual and professional life. Research (Smith, 2019) also states that the balance between work and worship can increase work productivity.

There are also differences between genders in managing this balance. Women often have to divide their time between work and household responsibilities, as explained by (Linando et al., 2022), while men tend to focus more on their careers. However, men are now also starting to take a bigger role in household tasks. According to Ernst Kossek & Ozeki (1998), women are more likely to experience conflict between work and family, while men are more pressured to be the main breadwinner. This is in line with the findings (Kimmel, 2000) which show that men often feel pressured to achieve professional success.

Maintaining a healthy lifestyle is also important for well-being in the workplace. Habits such as exercise, adequate sleep, and healthy eating patterns contribute directly to employee productivity and focus. According to (Schultz et al., 2005), a healthy lifestyle is correlated with reduced stress and increased work efficiency. Physical activity has also been shown to improve well-being and reduce depression, leading to increased productivity as stated by (Singh et al., 2016). Companies that support this balance will see more satisfied and productive employees, which ultimately improves employee performance and loyalty.

CONCLUSION

Based on research on the impact of work-life balance on employee performance in mining companies, it can be concluded that this balance plays an important role in maintaining employee well-being. Employees who successfully balance work and personal life tend to feel higher levels of job satisfaction and increase productivity. In addition, there are significant differences in how employees of different age groups manage this balance. Younger employees are generally more focused on career development and tend to spend more time at work, while older employees value time for family and personal life more. Company policies that provide flexibility, such as flexible work schedules, have been shown to be effective in helping employees better manage their work and personal time. Employees who have flexibility in working hours tend to feel more productive and have better physical and mental health. However, the main challenge remains the high workload, especially for employees with family

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responsibilities, which can have a negative impact on their well-being and performance if not managed properly.

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