

Implementation Of The Six-Day Work Policy And Its Impact On Employees' Work-Life Balance (A Study at the SAMSAT Office of Sukadana, East Lampung)

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Abstract

This study aims to analyze the implementation of the six-day work policy (work policies) and its impact on employees' work-life balance at the SAMSAT Office of Sukadana, East Lampung. The research employed a qualitative approach using interviews, observation, and documentation methods. Data analysis was conducted using qualitative analysis techniques. The findings indicate that the six-day work policy at the SAMSAT Office of Sukadana, East Lampung, has been implemented in a structured manner through work schedule arrangements, task distribution, and coordination among employees to maintain the quality of public services. Employees' perceptions of this policy vary; while improved public service is viewed positively, the policy also has the potential to disrupt employees' work-life balance. The implementation of the policy is supported by leadership commitment, employee discipline, and a well-coordinated work system; However, it also faces obstacles such as increased workload, limited rest time, and the risk of physical and psychological fatigue. The six-day work policy has implications for employee welfare and organizational productivity, thus requiring optimal management to enhance service effectiveness without compromising employee satisfaction and well-being.

Keywords: Policy, Six-Day Work, Work-Life Balance, Employees.

INTRODUCTION

In the era of globalization and rapid technological development, the dynamics of the

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workplace have undergone significant changes. Digital advancements have enabled the emergence of various new work models, such as remote working, hybrid working, and flexible work systems that give employees the freedom to manage their time and place. However, on the other hand, increasing productivity demands have also driven the emergence of work intensification policies, such as increasing working hours or days, which have the potential to cause physical and psychological stress for workers. This situation creates a dilemma between organizational efficiency and employee well-being, where work-life balance becomes an increasingly crucial issue. Many organizations are beginning to review their human resource management policies to be more adaptive to the needs of modern workers without neglecting company productivity targets (Casper et al., 2023).

Work-life balance (WLB) is a crucial issue because it impacts employee well-being, organizational performance, and human resource sustainability. Previous research has shown that flexible work policies can influence WLB by providing employees with the opportunity to manage their work time and location. For example, research has shown that implementing a hybrid working system has a positive impact on employee work-life balance (Mühl and Korunka, 2024).

Six-day workweek policies are often implemented with the assumption that productivity will increase if employees work more days per week. However, if not balanced with adequate workload management, rest periods, and organizational support, the potential for work-life balance disruption becomes apparent. This imbalance can create conflict between work and family responsibilities, reduce the quality of rest, and increase the risk of stress or burnout. Flexible workweek (flextime) policies can reduce work stress and support WLB. However, if the workweek is extended without supporting policies, its effectiveness on employee well-being is questionable (Tecco et al., 2021).

Regulatory changes, public service demands, and increased global competition are driving many organizations to rely on work systems with longer hours and longer workdays. The six-day workday policy is considered highly relevant because it is believed to increase productivity and ensure continuity of service, particularly in the public sector, which is oriented towards public satisfaction. Implementing this policy requires organizational management to maintain a balance between employee performance and well-being to prevent fatigue or decreased work motivation. The six-day workday policy needs to be balanced with adaptive human resource management strategies, such as providing adequate rest periods, proportional compensation, and supporting work-life balance (Balderson, 2023).

Work-life balance is defined as the balance between professional and personal roles that



allows individuals to feel satisfied in both areas. When six-day workday policies are implemented more widely, the aspects of "family time," "me time," and "recovery opportunities" can be eroded. Understanding how six-day workday policies operate in practice is essential to understanding the implications for WLB (Ochiai et al., 2022).

Flexible policies such as hybrid work, remote work, compressed work hours, or flextime, and demonstrate that such policies can support WLB and employee well-being. However, the opposite policy, namely longer workdays, has been less explored in both Indonesian and international literature. As a result, organizations may lack sufficient empirical guidance regarding the actual impact of a six-day workday policy on work-life balance (Verma et al., 2024).

Based on the description above, a research gap can be identified that requires further investigation. Most previous studies have focused on the impact of flexible work policies such as remote working, hybrid working, or flextime on work-life balance, and have shown positive results for employee well-being (Mühl & Korunka, 2024; Tecco et al., 2021; Casper et al., 2023). However, policies that actually increase work intensity, such as the implementation of a six-day workweek, have received very little research, especially in the context of public organizations in Indonesia. The existing literature focuses more on the benefits of flexible working hours than on the impact of longer workweek policies on personal-professional balance (Balderson, 2023; Ochiai et al., 2022; Verma et al., 2024). Consequently, there is a lack of empirical research examining how six-day workweek policies affect employee work-life balance, particularly in public service agencies with high workloads.

Based on the results of a pre-survey conducted through direct observation and interviews with 10 employees at the Sukadana SAMSAT Office in East Lampung, it was found that the implementation of the six-day workday policy has caused various problems related to work-life balance. Based on the interview results, most employees stated that the busy work schedule causes physical and mental fatigue, especially on service days with a high volume of taxpayers. Six out of ten respondents admitted to having difficulty dividing their time between work and family, because rest time on weekends is very limited. Several employees said they do not have enough time for personal activities such as childcare, worship, participating in social activities, or continuing education, which has resulted in increased stress levels and decreased job satisfaction. The observation results also showed that although employee discipline remains high, signs of fatigue and boredom are evident in decreased enthusiasm for work on weekends and increased absenteeism on Saturdays. Eight out of ten employees hope for adjustments to the work system, such as rotating schedules or providing rotating days off to maintain a balance between work



demands and personal needs.

The novelty of this research lies in its focus on the implementation of the six-day workday policy in the context of regional public service agencies, which has rarely been studied, especially in Indonesia. Most previous studies have focused on flexible work policies, work from home, or the five-day workday system in relation to work-life balance, while studies on the impact of the six-day workday policy on employees' work-life balance have been limited. This research also presents an empirical approach through field observations and direct interviews with employees as subjects who directly experience the policy, thus providing an in-depth picture of the daily dynamics, work pressures, and employee adaptation strategies in maintaining work-life balance. In addition, this study makes a practical contribution by proposing a more humane and sustainable work policy model for public agencies with high service demands.

METHOD

This research uses a qualitative approach aimed at gaining an in-depth understanding of the phenomenon under study. Data collection was conducted through interviews, observation, and documentation to obtain comprehensive and complementary data. Interviews were used to obtain direct information from informants regarding their experiences and perspectives. Observations were conducted to directly observe conditions and processes occurring in the field. Documentation was used as supporting data in the form of archives, notes, and official documents relevant to the research. Next, the obtained data was analyzed systematically using qualitative analysis techniques to identify patterns, themes, and meanings that align with the research objectives.

DISCUSSION

SAMSAT Sukadana, East Lampung, is one of the public service units that plays a strategic role in administering motor vehicle administration within East Lampung Regency. This SAMSAT is part of the One-Stop Integrated Administration System (, which was established through cooperation among the Indonesian National Police (Polri), the Provincial Government of Lampung through the Regional Revenue Agency (Badan Pendapatan Daerah/Bapenda), and PT Jasa Raharja. The existence of SAMSAT Sukadana aims to provide integrated, effective, and efficient services to the public in fulfilling motor vehicle administrative and taxation obligations. The organizational structure of SAMSAT Sukadana, East Lampung, generally refers to the standard SAMSAT organizational model at the regency/municipal level. The organizational structure of SAMSAT



Sukadana, East Lampung, is as follows: Head of the SAMSAT Sukadana UPTD, responsible for the overall implementation of motor vehicle administrative services and for coordinating among the institutions involved in SAMSAT. Administrative Affairs Subdivision, responsible for general administrative matters, personnel administration, financial management, planning, and the management of office facilities and infrastructure, motor Vehicle Tax and Transfer Fee Service Section (PKB and BBN-KB) – Bapenda of Lampung Province. Responsible for the collection of Motor Vehicle Tax (PKB) and Motor Vehicle Title Transfer Fee (BBN-KB), including tax assessment and collection. Motor Vehicle Registration and Identification Implementing Unit (Polri), handles motor vehicle registration and identification processes, issuance of Vehicle Registration Certificates (STNK), as well as validation and supervision of vehicle administration in accordance with police authority. SWDKLLJ Section (PT Jasa Raharja). Responsible for managing the Mandatory Contribution for Road Traffic Accident Funds and providing compensation to traffic accident victims. Front Office and Back Office Service Officers. Carry out direct services to the public, data processing, and operational support for motor vehicle administrative services.

This organizational structure reflects the synergy among three main institutions Bapenda of Lampung Province, the Indonesian National Police, and PT Jasa Raharja in delivering integrated, effective, and efficient public services to the community in East Lampung Regency. Administratively, SAMSAT Sukadana functions as the main SAMSAT office serving all sub-districts within East Lampung Regency. The primary services provided include payment of Motor Vehicle Tax (PKB), Motor Vehicle Title Transfer Fee (BBNKB), validation of Vehicle Registration Certificates (STNK), as well as motor vehicle registration and identification. In carrying out its duties, SAMSAT Sukadana adheres to prevailing laws and regulations to ensure legal certainty, administrative order, and the accuracy of motor vehicle data. In addition to providing services at the main office, SAMSAT Sukadana, East Lampung, is also supported by various innovative service initiatives, such as Mobile SAMSAT services, to reach communities located relatively far from the administrative center. These efforts are intended to enhance service accessibility and to encourage public awareness and compliance in fulfilling motor vehicle tax payment obligations. The presence of SAMSAT Sukadana not only contributes to improving the quality of public services but also plays an important role in supporting the optimization of regional original revenue and sustainable regional development.



The Six-Day Workday Policy is Organized and Implemented by Employees at the Sukadana SAMSAT Office in East Lampung

Based on the research results, it was discovered that the six-day workday policy at the Sukadana SAMSAT Office in East Lampung has been organized and implemented in a structured manner through work schedules, task allocation, and coordination between employees to maintain continuity of service to the public. Implementing this policy requires employee commitment and discipline in carrying out their duties in accordance with applicable regulations.

The six-day workday policy can be analyzed through human resource management theory and organizational theory. According to Hasibuan (2019), effective work arrangements must be based on management functions, including planning, organizing, implementing, and monitoring, to optimally achieve organizational goals. A clear division of work schedules and tasks is a form of organization that serves to increase employee efficiency and effectiveness. Furthermore, Robbins and Judge (2017) emphasize that coordination and cooperation within an organization play a crucial role in maintaining stable employee performance. In the context of public services, employee discipline and commitment are key factors in the successful implementation of the policy. Therefore, implementing a six-day workday requires a structured work system to avoid compromising the quality of public service.

Research conducted by Sari and Nugroho (2021) shows that the policy of extending working days in public service agencies can improve service continuity if accompanied by a proportional work schedule. The study found that a clear division of tasks can maintain a balanced employee workload. Furthermore, coordination between employees plays a crucial role in preventing work fatigue and service errors. This study also revealed that employee discipline tends to improve when the policy is supported by firm work rules. With an organized work system, employee productivity can be maintained. These findings are relevant to the implementation of the six-day workday policy at the Sukadana SAMSAT Office in East Lampung.

Another study conducted by Pratama (2022) on the six-day workweek system in the public service sector concluded that the policy's success is significantly influenced by organizational and human resource readiness. Flexible yet controlled work schedule adjustments have been shown to reduce employee resistance to the new policy. The study also emphasized the importance of internal communication in the socialization process of the six-day workweek policy. When employees understand the policy's objectives and benefits, their level of commitment to its implementation tends to increase. This study indicates that the quality of public services remains maintained despite changes in work patterns. These findings support the findings at the Sukadana,



East Lampung, SAMSAT Office.

Based on the research findings and theoretical support from previous studies, the researcher assesses that the six-day workday policy at the Sukadana East Lampung SAMSAT Office has been implemented quite effectively. Work schedules, task allocation, and coordination between employees are key factors in maintaining the continuity of public services. Employee commitment and discipline play a crucial role in supporting the policy's success. However, this policy still requires regular evaluation to anticipate potential employee burnout. Internal communication and work oversight also need to be continuously strengthened. Thus, the six-day workday policy can provide optimal benefits for the organization and the community.

Employee Perceptions of Work-Life Balance When the Six-Day Policy is Implemented at the Sukadana SAMSAT Office, East Lampung

The research revealed that employee perceptions of work-life balance differ. Some employees believe the six-day workweek policy can improve public services, while others believe it has the potential to reduce rest time and social interaction with family. This suggests that the policy's implementation requires adjustments to maintain a balance between employees' professional and personal needs.

Work-life balance is an important concept in human resource management related to an individual's ability to balance the demands of work and personal life. According to Greenhaus and Allen (2011), work-life balance is achieved when an individual is able to fulfill both work and family roles without causing excessive conflict. Furthermore, Robbins and Judge (2017) state that high workloads and long working hours have the potential to cause job stress and reduce employee life satisfaction. Organizational policies that increase the working day need to consider the psychological and social aspects of employees to avoid negatively impacting their well-being. In the context of public service, work-life balance is a crucial factor in maintaining employee performance and motivation. Therefore, the implementation of a six-day workday policy needs to be accompanied by work arrangements that support work-life balance.

Research conducted by Putri and Wibowo (2020) shows that longer working hours significantly impact employees' perceptions of work-life balance. The study revealed that some employees viewed the policy as an effort to improve organizational performance. However, on the other hand, employees also perceived reduced rest time and interaction with family. This study confirms that employee perceptions of work-life balance are significantly influenced by workload and work schedule flexibility. When organizations fail to provide adequate adjustments,



employee job satisfaction tends to decline. This finding is relevant to the situation of employees at the Sukadana East Lampung SAMSAT Office.

Another study by Rachmawati (2021) on work-life balance in the public service sector found differences in employee perceptions of work policies that require high intensity. Employees who are oriented towards public service tend to accept these policies as part of their professional responsibilities. However, this study also noted the potential for role conflict between work and family life. Lack of free time impacts the quality of employees' social relationships. Rachmawati emphasized the importance of supporting policies such as fair work schedules and adequate rest periods. These research findings reinforce the findings regarding the perceptions of SAMSAT Sukadana employees in East Lampung.

Research conducted by Sutrisno (2022) shows that work-life balance directly impacts employee performance and loyalty. Work policies that fail to address work-life balance can lead to burnout. This study found that employees with a good work-life balance tend to have higher job satisfaction. Furthermore, work-life balance contributes to employee emotional stability and work motivation. Sutrisno emphasized that public organizations need to consider employee welfare in all work policies. These findings align with the conditions faced by employees at the Sukadana East Lampung SAMSAT Office.

Based on the results of the research and theoretical studies, as well as previous research, the researcher assesses that the six-day workday policy at the Sukadana East Lampung SAMSAT Office has given rise to varying perceptions among employees regarding work-life balance. On the one hand, this policy is seen as being able to support improving the quality of public services, but on the other hand, it has the potential to reduce employees' rest time and social interaction with their families. These differing perceptions indicate that employees' professional and personal needs have not been fully accommodated in a balanced manner. Therefore, the six-day workday policy needs to be accompanied by more flexible working hours and a proportional distribution of the workload. In addition, attention to employee welfare is crucial to prevent work fatigue. With these adjustments, it is hoped that employee work-life balance can be maintained without compromising the quality of service to the public.

Supporting and Inhibiting Factors in the Implementation of the Six-Day Working Day Policy Related to Work-Life balance (WLB) for Employees at the Sukadana SAMSAT Office, East Lampung

The research revealed that supporting factors for implementing the six-day workday policy



include leadership commitment, employee discipline, and a well-coordinated work system. Meanwhile, inhibiting factors include increased workloads, limited rest periods, and the potential for employee physical and psychological fatigue, which can impact work-life balance (WLB).

Supporting and inhibiting factors in the implementation of work policies are closely related to the theory of policy implementation and human resource management. According to Edward III, the success of policy implementation is influenced by four main factors: communication, resources, disposition (implementer commitment), and bureaucratic structure. Leadership commitment and employee discipline reflect a positive disposition that supports policy implementation. Meanwhile, limited resources, including employee time and energy, can be inhibiting factors. From a work-life balance perspective, Armstrong and Taylor (2020) emphasize that excessive workloads can disrupt the balance between work and personal life demands. Therefore, the implementation of a six-day workday policy requires attention to supporting and inhibiting factors to maintain employee WLB.

Research conducted by Rahmawati and Hidayat (2021) shows that leadership commitment and a coordinated work system are key supporting factors in implementing work policies in public agencies. The study found that leaders who actively monitor and evaluate can improve employee discipline. However, the study also noted an increase in employee workloads. Workloads that are not balanced with adequate rest periods have the potential to lead to work fatigue. This condition impacts employee work-life balance. These findings are relevant to the implementation of the six-day workday policy at the Sukadana SAMSAT Office in East Lampung.

Another study by Lestari (2022) revealed that the main inhibiting factors in the policy of extending the working day are limited rest time and increased work pressure. Employees experiencing physical and psychological fatigue tend to experience a decreased work-life balance. This study also showed that a lack of work flexibility exacerbates the negative impact of the policy on employee well-being. On the other hand, organizational support, such as fair task allocation, can minimize these impacts. Lestari emphasized the importance of workload management in maintaining employee work-life balance. The results of this study reinforce the findings of research at the Sukadana East Lampung SAMSAT.

Research conducted by Sutanto and Wijaya (2023) concluded that successful work policy implementation requires a balance between organizational demands and employee needs. Supporting factors such as discipline and work coordination can increase policy effectiveness. However, without attention to work-life balance, such policies have the potential to lead to burnout. This study found that employees experiencing fatigue tend to show decreased



motivation and performance. Therefore, work policies need to be accompanied by workload management mechanisms. This finding aligns with the conditions faced by employees at the Sukadana East Lampung SAMSAT Office.

Based on the results of previous research, theories, and studies, the researcher assesses that the implementation of the six-day workday policy at the Sukadana SAMSAT Office, East Lampung, is supported by leadership commitment, employee discipline, and a well-coordinated work system. These factors play a crucial role in maintaining the continuity of public services. However, increased workloads and limited rest periods are major obstacles that have the potential to disrupt employee work-life balance. Physical and psychological fatigue can impact employee well-being and performance if not managed properly. Therefore, regular policy evaluation and more proportional workload management are needed. Thus, the six-day workday policy can be implemented effectively without sacrificing employee work-life balance.

Implications of the Six-Day Workday Policy on Employee Welfare and Organizational Productivity at the Sukadana SAMSAT Office, East Lampung

Research shows that the six-day workweek policy has implications for employee well-being and organizational productivity. If managed optimally, this policy can improve service effectiveness and organizational performance. However, without management that addresses employee well-being, the policy has the potential to reduce job satisfaction and negatively impact long-term productivity.

The implications of work policies for employee well-being and organizational productivity can be explained through the theories of work well-being and organizational productivity. According to Davis and Newstrom (2018), employee well-being encompasses physical, psychological, and social conditions that influence job satisfaction and motivation. Well-off employees tend to have more stable and productive performance. Furthermore, Sedarmayanti (2017) states that work productivity is influenced by the work environment, workload, and implemented organizational policies. Properly managed work policies can improve service effectiveness and the achievement of organizational goals. Therefore, the six-day workweek policy needs to be balanced with attention to employee well-being to maintain organizational productivity. Research conducted by Herlina and Prakoso (2020) shows that a policy of extending working hours can increase organizational productivity if supported by an effective work system. The study found an increase in the speed and continuity of public service. However, the study also noted that without adequate workload management, employees could potentially experience



decreased job satisfaction. This condition can impact employee well-being in the long term. Therefore, the researchers emphasize the importance of balancing work demands with employee needs. These findings are relevant to the conditions at the Sukadana East Lampung SAMSAT Office. Another study by Putra (2021) examined the relationship between employee well-being and organizational productivity in the public service sector. The results showed that employees who feel physically and psychologically well-being tend to have higher levels of productivity. Conversely, work policies that ignore employee well-being have the potential to reduce job satisfaction and organizational commitment. This study also found that job dissatisfaction impacts the quality of public services. Therefore, employee well-being is a crucial factor in maintaining organizational productivity. These findings support the findings of research at the Sukadana, East Lampung, SAMSAT.

Research conducted by Wibowo and Santoso (2022) shows that organizational productivity is determined not only by the number of workdays but also by the quality of human resource management. Overly demanding work policies without welfare support can lead to burnout and reduce employee performance. This study found that job satisfaction acts as a mediating variable between work policies and productivity. Employees who are satisfied with organizational policies tend to demonstrate more optimal performance. Therefore, the six-day workday policy needs to be integrated with employee welfare improvement programs. This finding aligns with conditions at the Sukadana SAMSAT Office in East Lampung.

Based on the results of previous research, theory, and studies, the researcher assesses that the six-day workday policy at the Sukadana East Lampung SAMSAT Office has significant implications for employee welfare and organizational productivity. This policy has the potential to improve service effectiveness and organizational performance if managed in a planned manner and oriented towards employee welfare. However, without adequate workload management and rest periods, the policy can reduce job satisfaction and trigger employee burnout. This condition has the potential to negatively impact organizational productivity in the long term. Therefore, regular policy evaluation and adjustments to a more humane work system are needed. Thus, the six-day workday policy can provide optimal benefits for the organization and employees in a sustainable manner.

CONCLUSION

1. The six-day workweek policy at the Sukadana East Lampung SAMSAT Office has been organized and implemented in a structured manner through work schedules, task allocation,



and coordination between employees to maintain continuity of service to the public. Implementing this policy requires employee commitment and discipline in carrying out their duties in accordance with applicable regulations.

2. Employee perceptions of work-life balance show differing views. Some believe the six-day workweek policy will improve public services, while others believe it could potentially reduce rest time and social interaction with family. This suggests that the policy's implementation requires adjustments to maintain a balance between employees' professional and personal needs.
3. Supporting factors for implementing the six-day workday policy include leadership commitment, employee discipline, and a well-coordinated work system. Meanwhile, inhibiting factors include increased workloads, limited rest periods, and the potential for employee physical and psychological fatigue, which can impact work-life balance (WLB).
4. The six-day workweek policy has implications for employee well-being and organizational productivity. If optimally managed, this policy can improve service effectiveness and organizational performance. However, without management that addresses employee well-being, this policy has the potential to reduce job satisfaction and negatively impact long-term productivity.

FUTURE DIRECTIONS

1. The SAMSAT Sukadana East Lampung Office is advised to carry out periodic and continuous evaluations of the implementation of the six-day workday policy, by involving leaders and employees as objective input, to ensure that the policy continues to run effectively in improving the performance and quality of public services, while not ignoring aspects of employee welfare, both in terms of workload, physical and psychological health, and balance between work life and personal life.
2. Leaders need to consider implementing more flexible working hours or providing non-financial compensation, such as additional rest periods, rescheduling holidays, or providing additional leave, as an effort to maintain and improve the balance between work life and personal life (work-life balance) of employees, so that employees remain motivated, physically and mentally healthy, and are able to maintain optimal performance and quality of service.
3. Employees are expected to improve their time management skills and strengthen internal communication effectively, so that the workload can be planned, divided and managed in a more balanced way, and does not have a negative impact on personal life or overall well-being.



4. Further researchers are advised to develop research using more diverse and broader methods and variables, such as examining the relationship between working hour policies and job satisfaction, work stress levels, and employee performance, so that the research results obtained can provide a more comprehensive, in-depth, and applicable contribution to the development of personnel policies in the future.

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