



## Improving Personal Life in Mental Health to Build Work-Life Balance in The Era of Digitalization

Muhammad Ali Adriansyah<sup>1\*</sup>, Muhliansyah<sup>2</sup>

<sup>1</sup> Faculty of Social and Political Sciences, Mulawarman University, Indonesia

<sup>2</sup> Faculty of Psychology and Socio-cultural Sciences, University Islam Indonesian, Indonesia

### ARTICLE INFO

#### Article history:

Received 20 July 2022  
Accepted 31 October 2022  
Published 10 December 2022

#### Keyword:

Personal Life  
Mental Health  
Work Life Balance  
Era Digitalization

### ABSTRACT

This study was conducted with the aim of determining the picture of the life of the subject under study, regarding work-life balance with job satisfaction in the digitalization era. This research uses a qualitative approach with phenomenological methods. The data collection techniques used are interview, observation, and informant techniques. The subjects of the study were determined using purposive sampling to 4 workers with fixed incomes in East Kalimantan and strengthened by 4 relatives of the subjects as SI (Subject Informants). Meanwhile, the data analysis techniques are used to collect data, read related data references, code the results of data analysis, present coding results in the form of narratives, and interpret data. The results showed that three subjects with the initials I, GA, and YP could do work-life balance in the digitalization era. while RLH subjects could not do a work-life balance in the digitalization era. This is influenced by internal factors, namely self-awareness, principles such as priority, consistency, focus, and gratitude. As well as the most influencing external factors, namely family support, co-workers and the work environment. RLH subjects are unable to perform work-life balance in the digitalization era due to the sudden arrival of work time, as well as the circumstances of the subject often procrastination

This open access article is under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



### Kata kunci:

Personal Life  
Mental Health  
Work Life Balance  
Era Digitalization

#### \*) corresponding author

Muhammad Ali Adriansyah, S.Psi., M.Si

Faculty of Social and Political Sciences,  
Mulawarman University, Indonesia  
Jl. Kuaro, Gn. Kelua, Kec. Samarinda  
Ulu, Kota Samarinda, Kalimantan  
Timur 75119

Email:  
ali.adriansyah@fisip.unmul.ac.id

DOI: 10.30604/jika.v7i4.1387

Copyright @author(s)

### ABSTRAK

Penelitian ini dilakukan dengan tujuan untuk mengetahui gambaran kehidupan subjek yang diteliti, mengenai work life balance dengan kepuasan kerja di era digitalisasi. Penelitian ini menggunakan pendekatan kualitatif dengan metode fenomenologi. Teknik pengumpulan data yang digunakan adalah teknik wawancara, observasi, dan informan. Subjek penelitian ditentukan dengan menggunakan purposive sampling kepada 4 orang pekerja dengan penghasilan tetap di Kalimantan Timur, serta diperkuat dengan 4 orang kerabat subjek sebagai SI (Subjek Informan). Sedangkan teknik analisis data yang digunakan mengumpulkan data, membaca referensi data terkait, melakukan coding hasil analisa data, menyajikan hasil coding dalam bentuk narasi, serta melakukan interpretasi data. Hasil Penelitian menunjukkan bahwa tiga subjek berinisial I, GA, dan YP dapat melakukan work life balance di era digitalisasi. sedangkan subjek RLH tidak dapat melakukan work life balance di era digitalisasi. Hal ini dipengaruhi oleh faktor internal yaitu kesadaran diri, prinsip seperti prioritas, konsistensi, fokus dan bersyukur. Serta faktor eksternal yang paling mempengaruhi yaitu dukungan keluarga, rekan kerja dan lingkungan pekerjaan. Subjek RLH tidak dapat melakukan work life balance di era digitalisasi dikarenakan waktu pekerjaan yang datang secara mendadak, serta keadaan subjek sering melakukan prokrastinasi.

This open access article is under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



## INTRODUCTION

The era of digitalization has had a very significant impact on all individuals around the world. The biggest impact is that all individuals in the world have become smart phone users for smooth and effective communication. In 2018, the Indonesian digital *marketing* research institute reported that the number of active smartphone users in Indonesia has reached 100 million users (Kominfo, 2020). User data that shows such a large number of users, Indonesia is predicted to be ranked in the top four countries with the highest number of smartphone users in the world straits of China, India, and America.

The impact of smartphone use makes it easier for individuals to work effectively, with fast access anytime and anywhere. It is undeniable that companies engaged in various fields take advantage of this to maximize employee performance. Maulina & Syafitri (2019) explained that an employee has an average duration of work in a day for 3 to 7 hours. But it has not been counted with meeting times until late at night, business trips out of town, office events that reduce rest time and so on. Meanwhile, the amount of time spent on family and the environment outside of work is dwindling.

On the time spent by his work, an employee will be able to sacrifice his time for his family and himself. It is not uncommon for the tasks assigned to employees to be more than they should be with narrow deadlines. To solve all of that, employees need a longer time than the duration of their proper work (*overtime*) so that these conditions can cause conflicts and can also cause feelings of dissatisfaction with their work.

According to research, it is an obligation for companies to prioritize the needs and well-being of each employee's life because they have used their services. All of this is so that employees can feel satisfaction in working which in the future will provide positive reciprocity for the company in the form of creativity and innovation. This is in accordance with the opinion of Pratama (2014) that job satisfaction owned by employees has a positive influence on the creative and innovation produced by these employees.

If an employee has achieved or felt satisfaction in working, of course they will strive for themselves as much as possible through the ability they have to complete all their work. Thus, after employees get this, the productivity and work results of employees will increase optimally, and will produce good performance and achievements for the company (Asepta & Maruno, 2017). The real benefits obtained directly for the company in the future when employees have job satisfaction, namely in the form of work will be completed faster, negligence in work can be minimized, absenteeism can be reduced, employee movements can be reduced, costs per unit can be limited, and work productivity can be increased (Mohamed et al., 2020).

Therefore, job satisfaction can affect *work-life balance* in the digitalization era. In a study conducted by *Jobstreet* in 2018, it showed that as many as 85% of respondents who took part in the survey he conducted, respondents admitted that they did not have a *work-life balance*. *Work-life balance* as a balance between life and work done by a person, is characterized by someone who will be minimally exposed to stress, has good work motivation, has job satisfaction, and is outgoing with friends in their work environment (Putri et al., 2021). This can be a source of personal conflict or vice versa will be a source of energy for oneself.

For an employee, work and personal life are two equally important things, so it can cause employees to be hampered from reaching a balance point between their personal life and their work life. Finally, many times employees feel dissatisfied and complain about their current work (Wenno, 2018) According to Shagvaliyeva & Yazdanifard (2014), the company's efforts to improve employee *work-life balance* by providing work flexibility programs. Work flexibility can be interpreted as the ability of members of the organization to meet the demands of work provided by the organization by controlling the duration of their working hours but not based on the work location (outside the office).

For members of the organization, the implementation of flexible working hours can increase the sense of responsibility and *work-life balance* of organizational members (Hofäcker & König, 2013). The importance of conducting research on (Hofacker & Konig, 2013) *work-life balance* in the digitalization era is to find out the picture of *work-life balance* and the factors that affect *work-life balance* in the digitalization era. Based on research that has been conducted by (Pratiwi & Silvianita, 2020b) it is known that individuals who are able to balance work life with their personal lives as a form of adaptation in the flow of scientific development and the development of information technology in the era of digitalization.

Based on the explanations that have been quoted from several previous research results, it can be concluded that *work-life balance* has a significant positive relationship with job satisfaction and ease of access in the digitalization era. This attracts the interest of researchers to study further on the research topic. On this occasion, the researcher wanted to make research with the title "*Work Life Balance* in the Digitalization Era".

## METHOD

### Research Focus

A study requires a focus to be more structured and directed in one particular area without any expansion in other intersecting areas. The focus of this research is also used so that researchers can better understand the topic broadly and deeply (Hardani et al., 2020a). With the determination of the research focus, research with qualitative methodology carried out will be directed at problems that exist at a certain point.

Researchers will focus on the balance between the work life and personal life of the subject in the age of digitization. The focus of this study was chosen to find out and discuss the phenomenon of digitization of *the work-life balance* owned by the subject. Therefore, in this study, researchers focused on "*Work-life balance* in the Digitalization Era".

### Types of Research

The type of research methodology used in this study is a type of qualitative research. According to (Siyoto & Sodik, 2015b), qualitative research is a study that examines and understands the dynamics of a phenomenon that occurs in the human social environment. This qualitative research allows researchers to obtain (Siyoto & Sodik, 2015a) naturalistic data according to the results of data collection from a social phenomenon. (Kusumastuti & Khoiron, 2019a) also stated that this qualitative research is a study carried out by collecting data that can be in the form of

feelings, judgments, and behaviors of a person. Therefore, qualitative research will tend to examine human life, especially regarding life in their social environment.

Based on the previous presentations of experts, researchers can conclude that qualitative research is a study that can be used to examine and understand the dynamics that occur in the social environment. While the phenomenological approach is an approach that focuses on deciphering and understanding a social phenomenon in the point of view of the research subject. Therefore, researchers use a qualitative type of research with a phenomenological approach to examine "Work Life Balance in the Digitalization Era".

### Research Subjects

Researchers obtained the research subjects using sample techniques with the type of *purposive sampling*. According to Kusumastuti & Khoiron (2019b), *purposive sampling* is a sample technique that is carried out by determining specific characteristics for subjects that are in accordance with the research carried out. With this technique, the researcher will select the subject that best suits the research being studied. Therefore, researchers will be able to better understand and explore the phenomena and concepts of the research conducted.

**Table 1.**  
**Total Number of Research Subjects**

No.	Research Subjects	Sum
1	Subject I	1
2	Subject R	1
3	GA subject	1
4	YP subject	1
5	Informant Y (Subject I)	1
6	Informant L (Subject R)	1
7	INFORMANT RP (SUBJECT GA)	1
8	DS Informant (YP Subject)	1
	TOTAL	8

There are several subject criteria specifically used in this study, namely as follows:

1. Subjects are male or female with an age range of 20-30 years. According to Erikson, in early adulthood with an age range of 20-30 years, a person will begin to take responsibility for themselves and others (Alwisol, 2021a). This sense of responsibility will make a person more productive, one of which is with the form of work.
2. The subject already has a job.
3. The subject resides with the family.
4. The subject has no disturbances in his psychic and physical state.
5. The subject has been willing to be a subject on this study.

**Table 2. Demographic Overview of the Research Subject**

Subjects who have a job and family				
Name/Initials	I	RLH	Ga	Yp
Gender	Man	Woman	Man	Man
Age	21	20	27	23
Status	Unmarried	Unmarried	Unmarried	Unmarried
Domicile	Balikpapan	Samarinda	Samarinda	Samarinda
The th Child-Work	3	2	2	2
Informant	Travel Driver	Private	Honorary Personnel	Trainee Manager McDonald's
Informant				
Name/Initials	Y	L	Rp	Ds
Relationship with the Subject	Friend	Workmates	Sibling	Friend
Age	20	36	31	23

### Data Collection Methods

The data collection method is one of the strategic procedures that aims to collect the data needed in a study (Hardani et al., 2020b). A study needs to determine the right data collection method and in accordance with the objectives, phenomena, and concepts of the study. By determining the right data collection method, the research will be able to produce complete and in-depth data. Therefore, the data collection methods that researchers use in this qualitative research are observation, interview, and informant methods.

### Data Analysis Techniques

Data analysis technique is a process to organize data on the entire data obtained from the method of systematic data collection (Hardani et al., 2020b). This technique is carried out if the researcher has carried out a series of data collection methods so that the research data has been collected properly. Researchers can use this procedure from (Creswell, 2013) to perform data analysis:

Organize the data obtained

Researchers organize data by compiling and organizing data by grouping. This grouping can be based on sources of information. In addition, researchers can also make the data obtained from the data collection method into the form of a written text that can be read and understood.

Read and determine the key from the obtained

The researcher can read the entirety of the data that has been changed in the form of written text. Researchers can also log and determine keywords from the overall data. The determination of these keywords can be done by researchers to obtain meaning from the entire data.

Analyze the data in detail to get the encoding and theme

Researchers can analyze the data that has been processed by describing, classifying, and interpreting the data. This is done by researchers to get *coding* that can help researchers to carry out information processing. From some of the

encodings that have been obtained, researchers can combine them to become a theme.

#### Interpreting the data

Researchers are understanding the data. Researchers can do this by developing and organizing themes obtained from *coding*. Researchers can also relate their research to other literature to gain a broader view.

#### View data concisely

Researchers can provide some concise visual data so that the results of the study can be easier to read and understand. The visual data that researchers can use is tables. The provision of this table can also be used to represent the results of data acquisition in a visual form in a concise and clear manner.

## RESULTS AND DISCUSSION

Researchers have conducted interviews with four research subjects with the initials I, RLH, GA, and YP. The interview activity was carried out after each subject and the researcher made an agreement on the time and place where the interview activity took place. Interview activities can take place conductively with subjects who provide answers to questions submitted by the researcher.

### Social Support

Subject I explained that the social support he gained from family, co-workers, friends, and *the support system* motivated him to stay excited and made him aware of his ability to be able to overcome various challenges in living the role of a working student.

#### Support from family

*Accepted, of course, accepted because of the example from the family. My family supports what I do, especially since my principles are the same as those of my family who attach importance to college. If it's for the previous and current work environment, it's also supportive because it's like for example my friends who are also drivers. They're often like "oh I'm in college, let's just rent out the car I have passengers" so it's supportive. The material for my bosses in the previous job was that they often say 'stop just stop working first later if it's a bit tenuous when they go to college, they can come to work again. There are also many of my friends who support that principle. (W1, I, B37-254)*

#### Support from yourself and others

*Actually, what affects me the most is the factor of oneself. So, this self who sticks to the principle that was so automatically able to balance with our lives. The most important thing is actually the support system. The support system is very important even though it is not very respectable. But the support system is very important in life because when we need advice to make decisions. Yes, it can influence the principle that I hold to balance work life with college. (W1, I, B90-305)*

#### Support from the support system

*So, if for example the impact is yes, I can be more enthusiastic. In fact, I used to think about quitting college. But when there was a support system earlier, I tried to rethink again about my decision earlier. As a result, I still chose to go to college and prioritize college, even though I was in a time where I felt to think that I was tired of studying at work. College can be uncertain later. I had thought that way but the impact of the influence of the support system was proof that until now I still struggled and actually became more enthusiastic about staying in college. Because I think the future will be brighter when I go to college based on the support I get from friends or from family who give me support that is very influential in my life to stay excited about living a working life while studying. (W1, I, B315-339)*

The RLH subject also explained that he gained positive support from the social and family environment such as friends of the RLH subject who provided support by adjusting the discussion or meeting hours according to the rest hours of the RLH subject and the support of the family members of the RLH subject who did not burden him with homework. This is in accordance with research conducted by Bintang & Astiti (2016a) which explains that family support that can come from parents, siblings, and spouses has a great influence on the *work-life balance* process in working students.

#### Get positive support from the environment

*Well, for the environmental response, yes, if it is from the work environment so... e... indeed at work they already know that I am currently studying so e... I emphasize that if I have a lecture schedule at this time and a work schedule, it means that I carry out it outside of my lecture hours. I've usually talked about its e... my job is that sis, in my work environment. Then to be in their family environment e... knowing yes, all my activities that are studying while working as well and organizing them e... usually not this anyway, no... that's okay... unobtrusive when I'm focusing on em... for example, studying or doing my work at home. the work is from home, so they don't bother, for example, I'm not told to do it, for example, if the daughter is at home, they are told to do it, but they also understand my position so e... usually I talk about it first that I have a job that I can't leave, sis, and if my friends' friendship environment is also e... on the heels of my activities, yes so, they e... a... usually this is it if for example there is a meeting so they adjust to my schedule, where I can have a meeting for example it can be in the afternoon, they adjust to me because I have talked to my friends, brother. (W1, RLH, B253-287)*

### Persistence in Principle

The GA subject explained that the subject had a persistent ability to maximize his work which had a short time limit by utilizing information support from his family environment and co-workers to make it easier for him to do tasks with heavy burdens within a short time limit.

#### Efforts to stick to the principle of priority

*So, from semester 2 I worked until now, I still work that I am number two. The lecture remains number one. Money is not necessary but making money when compared to college*

is important for college. And for almost 2.5 years I worked while in college. (W1, I, B205-210)

Confident in principle

Yes, of course, for the next 5 years I am sure that I can stick to this principle. Yes, because I work this even because I want to find experiences other than making a living or making money. Because I'm in college making a living for my life. If it's a priority, it's definitely because I've planned for me going forward. I still want to work in a field that suits my major in law. But anyway, the experience I got might be a lesson and I can apply it to my work in law later. So, I stick to the principle of priority because I want to work in the field of law in accordance with my studies in the field of law. In fact, I also want to continue S2 later which in the future can become an advocate and so on. So, I'm sure I can stick to that principle for the next 5 years. (W1, I, B63-286)

The YP subject explained that in working he tried to develop the ability to think positively and comfort when facing obstacles in his work. This is in accordance with the statement of Triwijayanti & Astiti (2019) which states that individuals who have high self-efficacy are able to face problems and challenges in the work-life balance process effectively which can also have an influence on the level of job satisfaction of the individual.

Perseverance in carrying out principles

So, the principle that I hold is to balance between responsibilities at work and my personal life, the first is that I set my working hours then the second I also e... set up also for myself to exercise so then take time for myself usually e... if I don't play gadgets, I replace it with reading books to add to my insights as well. Then usually I also balance that my job is 24 hours non-stop so I also provide time to walk out with friends, usually to the Cafe to discuss together or share together. Then I also learned to be consistent enough rest, sis, because as I said earlier, it works. work... at my job this is 24 hours nonstop sometimes can suddenly be asked for a recap of it at midnight so this is where I really have to be... set my sleep schedule so that e... that's enough rest like that anyway, brother Dinda. (W1, RLH, B336-361)

Consistency with Principles

If asked if I can be consistent yes, the next 5 years, e... I tried yes to learn to be consistent with the principles I held earlier sis. Because if not that way e... then what I'm going to do becomes unbalanced, sis. That's like that, sis. (W1, RLH, B369-375)

Adaptation

Subject I explained that he was able to adapt and adjust to technological developments that are currently greatly affecting his work as a travel driver due to the large number of online transportation and various new regulations due to the COVID-19 pandemic.

Adaptation in the face of the impact of the digitalization era

Eem actually, when asked about his feelings like during work, there are positives and negatives. I personally know that Travel is not online and now there are many online transportation applications. That's the negative impact for me because I'm offline not online and have to stay at the port. Meanwhile, if the positive is like, for example, there are passengers who want to be delivered, it's good that now there are google maps, it's also easier. For example, we lobby passengers such as regular customers or subscriptions, through WhatsApp stories, we can comment on it. (W1, I, B35-50)

Technological adaptation in work

If you say it's difficult, it's not like because honestly, it was helped earlier, what I initially said was that if for example we want to take passengers, it can be used by google maps. So, it's not difficult for me. There are indeed some obstacles such as being like the necessities of life. The necessities of life when it is increasingly modern there are sophisticated tools that can be said to be like a cellphone that must be 24 hours on a cellphone because passengers must or subscribe to WhatsApp, we must quickly reply. If you don't quickly run back the passengers. (W1, I, B82-96)

Daring to take responsibility in choosing college while working is proof that the subject of RLH has good self-efficacy. This is evident from the subject of RLH who continues to try to be active in the organization, strives to make the best use of technology to facilitate and speed up his work, and provides free time to carry out other activities.

Harnessing the convenience in the era of digitalization to adapt

Ease yes, ease that I experienced anyway... I can do the job yes where it's the same when it's just like that e... then without me having to meet face-to-face because everything can be done virtually, sis, then e... for example, for example in doing my job yes e... the files that I send can be through files, soft files well then, in my lectures it's e... also via online, well, in my organization, I also usually hold those meetings online as well. So, various digital platforms nowadays, it's already available all of that on gadgets so... it's so easy to do all my work sis. (W1, RLH, 2022-04-14, B178-208).

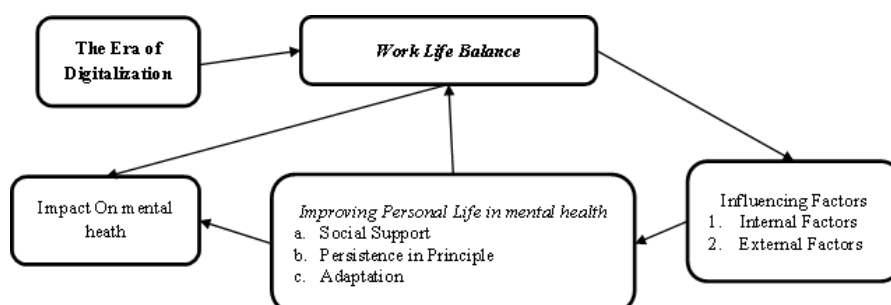


Figure 1. Dynamics 1Improving Personal Life in mental health to build work-life balance in the era of digitalization

## DISCUSSION

The research entitled *Work Life Balance* in the Digitalization Era discusses how workers in the digitalization era balance their time between their work life and personal life. The study also used four subjects with an age range of 20 to 30 years who entered their productive age. Supported by the statement of Alwisol (2021b) which states that Erikson divides early adulthood into a person with an age of 20-30 years who is entering the stage of productivity.

According to Putri et al. (2021a) individuals who have good *work-life balance* abilities can experience an increase in job satisfaction because they are able to balance work life with personal life. The individual with a high level of job satisfaction can enjoy his life well, is able to dedicate himself to his work and has a positive outlook on his work. The four subjects, namely I, RLH, GA, and YP, have *work-life balance* capabilities with different levels of job satisfaction. Subject I state that he is satisfied with his current job because having flexible working time is very different from previous jobs that have fixed working time, therefore he is able to balance his working life and responsibilities as a law student well and smoothly.

The subject of RLH has a positive view of his work and prioritizes his work among other activities. On the other hand, RLH subjects have difficulty in balancing time between personal life, work, and lectures. The inability of the RLH subject to balance his role and time causes his work to be not optimal and affects the sleeping hours of the RLH subject which becomes irregular. The same thing happened by the GA subject who explained that he enjoys working in his current field of work because he has the convenience of doing work and collecting tasks in the era of digitalization. This affects the job satisfaction of GA subjects which is characterized by a feeling of pleasure over their work which indicates that GA subjects are enjoying their work in the age of digitalization. Although GA subjects often use their overtime to work on tasks in their work within the office.

The YP subject explained that he had not received the job satisfaction he had hoped for. This is because he wants to get a more comfortable position than his current job. But it is undeniable that the principle that the subject of YP is firmly held to be grateful for his current work allows him to enjoy his work. In line with the statements of Adiningtiyas & Mardhatillah (2016) who state that individuals who have a low level of job satisfaction tend to be unable to enjoy their lives, experience a decline in health, and have a negative view of their work.

Subject I explained that what influenced his job satisfaction as a Travel driver was to start with himself where he was able to stick to the principles of life he had lived so far. Subject I also explained that the environment in which he worked was very supportive of him in carrying out the role of a working student where his co-workers did not hesitate to help him when he had lecture hours that required him not to work.

The factor influencing job satisfaction in RLH subjects in working in the digitalization era is having a personality to improve self-quality in order to be able to achieve the level of job satisfaction he wants. RLH subjects have a personality that is interested and courageous to try new things, easily adapts to technology and the environment, and tries to responsibly carry out their role and be consistent with the principles lived. The RLH subject also explained that he gained positive support from his family environment and social environment.

GA subjects have persistent personalities when focusing on the activities that GA subjects are working on. The GA subject acknowledged that he would focus on doing his work in the office and chose to rest himself at home if he did not have a task with a limited deadline. The GA subject also admits that his work has a fairly heavy burden in this era of digitalization, but with the support of the environment that helps him to face the burden in his work and the support of information obtained from his family environment and co-workers, the GA subject can work well and optimally.

The YP subject explains that his job satisfaction is influenced by the principles of life he lives. The principle is to be grateful and strive to enjoy his work with a positive mind and outlook to maintain his performance while working. The YP subject explained that the support of the work environment, the support of friends and family who provided *support* made him enjoy his current job and had a positive impact on his job satisfaction as a *trainee manager* at *Mcdonald's*. In line with research conducted by Putra, Pratama, et al (2020) which states that the factors that affect job satisfaction in employees consist of internal factors, namely personality and innate traits of individuals and external factors, namely the workplace environment.

Putra, Pratama, et al., (2020) explained that in the era of digitalization, there are many job management systems that are increasingly modern and facilitate work, one of which is the flexible working hours and telework system. Flexible *working hours* system is a work regulation system where employees are able to control the duration of working hours, work locations, and their division of labor dynamically. While *telework* is a condition where employees can use their time and energy to work in other places besides the office, for example like home and have flexible working time that can be done using information technology such as internet networks, computers, and telephones. Subject I explained that his job as a Travel driver who owns a private vehicle with flexible working time makes it very easy for him to balance work responsibilities and carry out his personal life as a law student.

RLH subjects who work with a *work from home* system i.e., work that can be done from home or from anywhere without requiring the subject to come to the office every day and have flexible working hours. However, due to flexible working time, RLH subjects often experience activities that clash with each other at the same time as lectures and RLH subject work with occasional working hours that are more active at night, thus disrupting the rest hours of RLH subjects. On the other hand, the GA subject stated that the era of digitalization made his work more flexible in the process of working on and collecting tasks on his work. The GA subject acknowledged that his work, which used to need to be written manually and sent by mail or JNE, became easier in the era of digitization by directly submitting it *online* through the internet media.

In line with research conducted by Fajri (2022) which states that the *flexible working hours* system has a positive impact on the *work-life balance* process so that employees are able to live a balance of work life and their personal lives and increase the level of employee job satisfaction. Meanwhile, Putra et al., (2020) explained that the *telework* system can have a positive impact on employees to reduce work stress, increase productivity, and job satisfaction levels and encourage the *work-life balance* process. But on the other hand, *telework* can have a negative impact, such as employees who are unable to manage their time and energy properly, instead facing a heavier workload than usual.

Subject I revealed that he was able to manage his time well between college and working time and carry out his role as a student who worked efficiently. However, RLH subjects have difficulty in managing their time between work time and time for lectures which occasionally clashes causing RLH subjects to have to use two *devices* to remain present during lecture hours or permission for lecturers not to attend lectures on that day.

On the other hand, the GA subject admits that he has an increasingly heavy workload that causes a lack of time management to organize his social life specially to get together with his family and friends. YP subjects who have a fixed working time cause the YP subject to have no difficulty in managing his time management. So that the subject of YP feels that his work time and personal life balance can go well.

In line with research conducted by Pratiwi & Silvianita (2020a) which explained the importance of time management in individuals in undergoing the *work-life balance* process in order to make it easier for individuals to carry out job roles and other roles outside of work, have more efficient time management, and manage the work arrangement system that is applied optimally.

Subject I who is a man who studied in the field of law admitted that he chose to continue working regardless of his job which was not in the field of law in addition to making a living also to seek experience that he could use later while working in the field of law. Meanwhile, the subject of RLH, who is a 20-year-old woman, strives to develop self-abilities in order to balance her roles as employees and students to the maximum.

The GA subject is also a 27-year-old male who stated that he prioritized his work like a GA subject who chose to take advantage of his overtime to get his work done at the office or at home. The YP subject, who is a male worker, explained his situation of prioritizing work and wanting a more comfortable position in order to feel job satisfaction. This is in line with research conducted by Bintang & Astiti, (2016b) which explains that men focus on career advancement opportunities at their jobs compared to women who tend to focus more on carrying out *the work-life balance process*.

According to Merida et al., (2021) in this era of digitalization, there are many students who choose to work to obtain welfare and support the family economy where their parents do not mind this. Subject I revealed his reason for being a working student because to become an independent person, seek work experience, and help the family economy by replacing his father's job as a Travel driver. The RLH subject admitted that he gained a lot of ease of access from technological developments that helped him to live out his role as a student and employee in this era of digitalization.

In line with Triwijayanti & Astiti, (2019) who explained that working lectures have a positive impact and a negative impact in the short and long term for students. The positive impact is that students are able to help people to pay for tuition, be able to gain experience working before graduation, and practice independence skills. Meanwhile, the negative impact is that students have to divide their time and focus between studying and working, are prone to academic decline, and tend to be late in graduation.

Subject I explained that the social support he gained from family, co-workers, friends, and *the support system* motivated him to stay excited and made him aware of his ability to be able to overcome various challenges in living the role of a working student. The RLH subject also explained that he gained positive support from the social and family

environment such as friends of the RLH subject who provided support by adjusting the discussion or meeting hours according to the rest hours of the RLH subject and the support of the family members of the RLH subject who did not burden him with homework. This is in accordance with research conducted by Bintang & Astiti, (2016b) which explains that family support that can come from parents, siblings, and spouses has a great influence on the *work-life balance* process in working students.

Subject I explained that he was confident in his ability to be able to stick to the principle of priorities he applied in carrying out *work-life balance*. The RLH subject explained that his ability to manage time and carry out his role as a working student in order to balance work and college time. One of the ways applied by the subject of RLH to balance work and college time by forming a schedule of achievements of activities every day and providing time for his personal life.

The GA subject explained that the subject had a persistent ability to maximize his work which had a short time limit by utilizing information support from his family environment and co-workers to make it easier for him to do tasks with heavy burdens within a short time limit. The YP subject explained that in working he tried to develop the ability to think positively and comfort when facing obstacles in his work. This is in accordance with the statement of Triwijayanti & Astiti, (2019) which states that individuals who have high self-efficacy are able to face problems and challenges in the *work-life balance* process effectively which can also have an influence on the level of job satisfaction of the individual.

Subject I explained that he was able to adapt and adjust to technological developments that are currently greatly affecting his work as a Travel driver due to the large number of *online* transportation and various new regulations due to the covid-19 pandemic. Daring to take responsibility in choosing college while working is proof that the subject of RLH has good self-efficacy. This is evident from the subject of RLH who continues to try to be active in the organization, strives to make the best use of technology to facilitate and speed up his work, and provides free time to carry out other activities.

Triwijayanti & Astiti, (2019) states that individuals who are able to face conflicts and pressures in a career have a high *work-life balance* because they successfully carry out roles at their work and in their personal lives. However, not all individuals are able to deal with conflicts and pressures in their careers well, this is precisely the biggest obstacle in the *work-life balance* process they live. The GA subject acknowledged that the ease of access in technology causes his work in this era of digitalization to actually have a heavier burden than before. However, ga subjects try to be realistic by making the most of technology.

On the other hand, the subject of YP has a commitment and self-principle where he wants to develop a career in a better direction by looking at the positive impact and negative impact in the era of digitalization on the ability of the *work-life balance* he lives. This is in line with research conducted by Triwijayanti & Astiti, (2019) which states that individuals with good self-efficacy are also able to adjust to solving a problem rationally, are able to be responsible by being realistic, and are confident in their ability to achieve the goals to be achieved.

Based on the researcher's experience regarding *work-life balance* research in the era of digitalization that has been carried out, researchers realize that there are some limitations in this study. The COVID-19 pandemic situation

that occurred during this study caused researchers to need to carry out data collection activities *online*. This online data collection has problems in the form of unstable networks during the interview process. In addition, subjects and informants have a busy work schedule so that researchers find it difficult to adjust their time in conducting interview and observation activities. The researcher also had a problem with one of the subject informants who was difficult to contact at an agreed time. After this study, researchers can still overcome these obstacles well.

## CONCLUSIONS AND SUGGESTIONS

*Work-life balance* is an ability that must be possessed by individuals who work or students who study while working, especially in the current digitalization era. Individuals who manage to achieve a good *work-life balance* have achieved indicators in balancing roles in their work and personal lives.

This research succeeded in finding a picture of *work-life balance* in employees who work in the digitalization era. After conducting data analysis, it can be stated that 3 out of 4 participants have *work-life balance* capabilities in the digitalization era which consists of a priority scale for time management, social support, responsibility, persistence in principles, and adaptation. Meanwhile, one of the participants still found it difficult to balance the time between his personal and work life. There are two factors that affect the ability of all participants to balance their work life and personal life, namely internal factors and external factors. Internal factors are personality, self-awareness, principles, priorities, consistency, focus, and gratitude while external factors consist of family support, co-workers, and the workplace environment.

This research suggestion is for workers and students who work in the digitalization era to be able to take advantage of technological and information developments to improve *work-life balance* capabilities to make it even better. Meanwhile, the advice that can be given for the next research is that it is hoped that they can conduct research on participants with different characteristics so that they can have a new view of *work-life balance* in the digitalization era.

## REFERENCES

- Adiningtiyas, N., & Mardhatillah, A. (2016). Work life balance index among technician. *Jurnal Ilmu Ekonomi Dan Sosial*, 3(3), 327–333.
- Alwisol. (2021a). *Psikologi kepribadian* (Revisi). Universitas Muhammadiyah Malang Press.
- Alwisol. (2021b). *Psikologi kepribadian* (Revisi). Universitas Muhammadiyah Malang Press.
- Asepta, U. Y., & Maruno, S. H. P. (2017). Pengaruh Work-Life Balance Pengembangan Karir Terhadap Kepuasan Kerja. *Jurnal JIBEKA*, 11(1).
- Bintang, S. K., & Astiti, D. P. (2016a). Work-Life Balance Dan Intensi Turnover Pada Pekerja Wanita Bali Di Desa Adat Sading, Mangupura, Badung. *Jurnal Psikologi Udayana*, 3(3).
- Bintang, S. K., & Astiti, D. P. (2016b). Work-life balance dan intensi turnover pada pekerja wanita bali di desa adat sading, mangupura, badung. *Jurnal Psikologi Udayana*, 3(3), 382–394.
- Creswell, J. W. (2013). *Qualitative inquiry & research design: Choosing among five approach* (Third Edit). SAGE.
- Fajri, A. (2022). Pengaruh work life balance generasi milenial terhadap OCD: Peran pemediiasi kepuasan kerja. *Jurnal Ekonomi Dan Bisnis*, 9(1), 183–187. <https://doi.org/10.34308/eqien.v9i1.323>
- Hardani, Auliya, N. H., Andriani, H., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020a). *Metode penelitian kualitatif & kuantitatif* (H. Abadi, Ed.). CV. Pustaka Ilmu Group.
- Hardani, Auliya, N. H., Andriani, H., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020b). *Metode penelitian kualitatif & kuantitatif* (H. Abadi, Ed.). CV. Pustaka Ilmu Group.
- Hofäcker, D., & König, S. (2013). Flexibility and work-life conflict in times of crisis: A gender perspective. *International Journal of Sociology and Social Policy*, 33(9–10), 613–635. <https://doi.org/10.1108/IJSSP-04-2013-0042>
- Hofacker, D., & Konig, S. (2013). Flexibility and work-life conflict in times of crisis: A gender perspective. *International Journal of Sociology and Social Policy*, 33(9–10), 613–635. <https://doi.org/10.1108/IJSSP-04-2013-0042>
- Kominfo, P. (2020). Indonesia Raksasa Teknologi Digital Asia. *Website Resmi Kementerian Komunikasi Dan Informatika RI Diambil*, 14.
- Kusumastuti, A., & Khoiron, A. M. (2019a). *Metode penelitian kualitatif* (F. Annisa & Sukarno, Eds.). Lembaga Pendidikan Sukarno Pressindo.
- Kusumastuti, A., & Khoiron, A. M. (2019b). *Metode penelitian kualitatif* (F. Annisa & Sukarno, Eds.). Lembaga Pendidikan Sukarno Pressindo.
- Maulina, N., & Syafitri, L. (2019). HUBUNGAN USIA, LAMA BEKERJA DAN DURASI KERJA DENGAN KELUHAN KELELAHAN MATA PADA PENJAHIT SEKTOR USAHA INFORMAL DI KECAMATAN BANDA SAKTI KOTA LHOKSEUMAWE TAHUN 2018. *AVERROUS: Jurnal Kedokteran Dan Kesehatan Malikussaleh*, 5(2). <https://doi.org/10.29103/averrous.v5i2.2080>
- Merida, S. C., Fitriyana, R., Afifah, E. N., Virgin, I. R., Badaruzzaman, B., & Raja, B. L. (2021). Psikoedukasi dalam mempersiapkan mahasiswa menyongsong era digital. *Jurnal Pelayanan Kepada Masyarakat*, 3(1), 54–68. <https://doi.org/10.30872/plakat.v3i1.5843>
- Mohamed, B., Ismail, S., & Abdullah, D. (2020). *Industrial Revolution (IR4.0) Impact on Management*. <https://doi.org/10.5220/0009865501040109>
- Pratama, E. M. (2014). Pengaruh Kepuasan Kerja Terhadap Inovasi Organisasi Melalui Kreativitas Karyawan. *Jurnal Ilmu Manajemen*, 2(4).
- Pratiwi, D. P., & Silvianita, A. (2020a). Analisis faktor-faktor work life balance pada pegawai Pt. industri telekomunikasi indonesia (persero) bandung. *Performance: Jurnal Bisnis & Akuntansi*, 10(2), 123–131. <https://doi.org/10.24929/feb.v10i2.1217>
- Pratiwi, D. P., & Silvianita, A. (2020b). ANALISIS FAKTOR-FAKTOR WORK-LIFE BALANCE PADA PEGAWAI PT. INDUSTRI TELEKOMUNIKASI INDONESIA (PERSERO) BANDUNG. *PERFORMANCE: Jurnal Bisnis & Akuntansi*, 10(2). <https://doi.org/10.24929/feb.v10i2.1217>
- Putra, K. C., Pratama, T. A., Linggautama, R. A., & Prasetyaningtyas, S. W. (2020). The impact of flexible working hours, remote working, and work life balance to



employee satisfaction in banking industry during covid-19 pandemic period. *Journal of Business and Management Review*, 1(5), 341–353.

- Putri, A. S., Pratiwi, M. A., & Haryani, D. S. (2021). Work-Life Balance Dan Kepuasan Kerja Pada Pekerja Di For Profit Organization (FPO) Kota Tanjungpinang. *Jurnal Inovasi Penelitian*, 2(2), 623–634.
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on work-life balance. *American Journal of Industrial and Business Management*, 2014.
- Siyoto, S., & Sodik, A. (2015a). Dasar metodologi penelitian. In Ayup (Ed.), *Literasi Media Publishing*. Literasi Media Publishing.
- Siyoto, S., & Sodik, M. A. (2015b). *Dasar metodologi penelitian*. literasi media publishing.
- Triwijayanti, D. A. K., & Astiti, D. P. (2019). Peran dukungan sosial keluarga dan efikasi diri terhadap tingkat work-life balance pada mahasiswa yang bekerja di denpasar. *Jurnal Psikologi Udayana*, 6(02), 320. <https://doi.org/10.24843/jpu.2019.v06.i02.p11>
- Triwijayanti, I. D. A. K., & Astiti, D. P. (2019). Peran dukungan sosial keluarga dan efikasi diri terhadap tingkat work-life balance pada mahasiswa yang bekerja di Denpasar. *Jurnal Psikologi Udayana*, 6(02). <https://doi.org/10.24843/jpu.2019.v06.i02.p11>
- Wenno, M. W. (2018). Hubungan antara work life balance dan kepuasan kerja pada karyawan di PT PLN Persero area Ambon. *Jurnal Maneksi*, 7(1), 47–54.

