Work Life Balance For Lecturers at IAIN Kerinci and Its Impact On Tridharma Productivity

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Abstract: Lecturers often face unique challenges in maintaining a balance between work and personal life due to the nature of their profession. Therefore, lecturers at IAIN Kerinci require work-life balance to fulfill their duties effectively. This study aims to identify aspects related to work-life balance among lecturers at IAIN Kerinci and strategies that institutional management can implement to sustain this balance. The research employs a Systematic Literature Review (SLR) method using the PRISMA pattern. Findings highlight several aspects linked to lecturer work-life balance, including: 1) time allocation between work and family, 2) workload and commitments, 3) dual roles as lecturers and family members, 4) resilience in fulfilling tridharma responsibilities, and 5) job satisfaction. Human resource management implications include scheduling considerations, adequate rest periods, and access to physical and mental health resources, especially for lecturers' families.

Keyword: Lecturers, Work Life Balance, Tridharma Productivity

INTRODUCTION

Work-life balance has become a critical issue in the modern workplace as it affects individuals' well-being in managing their career and personal lives. Research in Human Resource Management (HRM) indicates a relationship between work-life balance and workplace social dynamics, family conflicts, employee performance, and organizational stress. This has prompted organizations to consider work-life balance in managing their employees (Anggara & Winarno, 2020).

Every individual faces the dual role of work and family, making work-life balance crucial for maintaining work effectiveness (Limatujuh & Perdhana, 2023). Favorable working conditions and low stress levels at home and work are desired by employees and can enhance their job satisfaction (Ismail & Sekarsari, 2022). Developing work-life balance is as essential as fostering a positive work environment, as both impact employee performance (Mardiani & Widiyanto, 2021). Work-life balance is a global issue, including for lecturers. Lecturers at IAIN Kerinci encounter significant challenges in maintaining work-life balance due to high workloads, commitments to tridharma, irregular work hours, and potential high emotional

stress (Oskarsson et al., 2020). Additionally, additional duties or placements away from their hometown often stress lecturers and their families (Handayani, 2023). Achieving work-life balance is challenging for lecturers as their profession demands high commitment to teaching, research, and community service (Simanjuntak & Ninin, 2020).

Many lecturers are reluctant to accept additional duties or placements away from their hometown, despite extra compensation and allowances, due to concerns about being separated from their families, higher living costs, and perceiving additional duties as burdensome (Suhardi & Matulessy, 2016). Work-life balance refers to individuals' ability to manage and integrate various aspects of their lives effectively. This significantly impacts human resource development in an organization, including enhancing job satisfaction, engagement, and employee retention (Rodríguez-Sánchez et al., 2020). Recruitment, retention, and work-life balance all work together to create a better-prepared academic workforce (Ashwell, 2020).

Lack of work-life balance can lead to increased stress, fatigue, and absenteeism, ultimately negatively impacting organizations (Irfan et al., 2023). Low work-life balance among lecturers can result in increased stress, fatigue, and decreased morale (Mann & Brinkley, 2021). Therefore, it is crucial for human resource management in universities to prioritize work-life balance and implement measures that enable lecturers to maintain a healthy balance between their professional, personal, and family responsibilities.

This study focuses on two aspects: the work-life balance related to the professionalism of lecturers at IAIN Kerinci, and strategic human resource management steps to maintain work-life balance for lecturers at IAIN Kerinci.

METHOD

This study aims to explore aspects of work-life balance among lecturers at IAIN Kerinci and identify strategic steps in managing lecturer HR related to work-life balance. The method employed is Systematic Literature Review (SLR) using the PRISMA pattern, highly recommended to prevent bias in article selection, analysis, and reporting of findings.

The initial phase involved setting keywords for publication searches such as "work life balance," "lecturers," and "tridharma." Subsequently, search results were filtered based on the following criteria:

Table 1 Literature Criteria (include)

Aspect	Criteria
Publication Year	2018-2023
Keywords	work life balance; lecturers; tridharma
Research Focus	Describing work life balance among lecturers

Publications meeting all criteria were used as study materials or research analysis. Data analysis utilized network visualization with Vos Viewer assistance, followed by content analysis of referenced articles focusing on delineating aspects of work-life balance and strategic steps recommended. The results will provide an overview of work-life balance development relevant to lecturer HR development at IAIN Kerinci.

RESULTS AND DISCUSSION
Research Findings

The initial stage of the literature review involved searching for publications using the keywords specified in Table 1, resulting in 1397 articles. Subsequently, the search was narrowed down to publications between 2018-2023, yielding 567 articles. After initial

screening and matching them with the criteria in Table 1, seven publications that met the requirements were identified as primary data for the study. The list of these seven publications can be seen in Table 2 below.

Table 2. List of Included Publications

No	Nama, Year	Title	Publication
1	Mann & Brinkley, 2021	Life in the army reserves – the balance of work, training and physical activity: an ethnographic study	Qualitative Research in Sport, Exercise and Health, 13(6)
2	Simanjuntak & Ninin, 2020	*Gambaran Work-Life Balance pada Pasukan Penjaga Perdamaian Indonesia: Studi Kualitatif*	Journal Psychology of Science and Profession, 4(3)
3	Berndtsson & Österberg, 2023	A question of time? Deployments, dwell time, and work-life balance for military personnel in Scandinavia	Military Psychology 35 (2)
4	Ujoatuonu et al., 2019	Role of workplace support on relationship between perceived work life balance policies and flourishing among military personnel	Nigerian Journal of Psychological Research, 15
5	Masita et al., 2019	Work-family conflict *dan* work-life balance *pada prajurit wanita TNI AL di Surabaya*	Jurnal Fenomena, 28(1)
6	Vuga Beršnak et al., 2023	Characteristics of pandemic work–life balance in Slovenian military families during the lockdown: Who has paid the highest price?	Current Sociology, 71 (5)
7	Lee & Kim, 2018	The Mediating Effects of Job Stress on the Relationship between Work-Life Balance and Job Satisfaction among Army Junior Executive	Korean Journal of Youth Studies, 24 (9)

Co-occurrence Analysis and Discussion

The results of the co-occurrence analysis and keyword explanation in Table 3 indicate two primary focuses in this study: balance and social support. Work-life balance for army personnel is subjective, assessed based on individuals' perceptions of their ability to maintain a balanced professional and personal life. Roles within the family and as civilians influence

members' performance and autonomy in their jobs. Aspects of work-life balance closely associated with military personnel can be divided into:

1. Time allocation between work and family.
2. Workload and commitments.
3. Dual roles as military members and family members.
4. Resilience in facing operational tempo changes.
5. Job satisfaction.

Imbalances in these aspects can lead to disharmony in life. To evaluate these five aspects, the Perceived Work-life Balance Policy Scale (PWLBPS) and Workplace Support Scale (WPSS) can be used (Ujoatuonu et al., 2019).

Table 3. Explanation of Keywords

No	Keywords	Explanation	Citation
1.	Performance	The reciprocation displayed by personnel in terms of commitment, motivation, and willingness to dedicate extra time and effort to achieving organizational goals. Performance also relates to personnel's ability to fulfill roles professionally and personally.	Masita et al., 2019; Simanjuntak & Ninin, 2020; Ujoatuonu et al., 2019
2.	Balance	Evaluation of the division between work and non-work roles, emerging from personnel's affective experiences and perceptions in balancing work and non-work roles.	Berndtsson & Österberg, 2023; Lee & Kim, 2018; Mann & Brinkley, 2021; Simanjuntak & Ninin, 2020; Vuga Beršnak et al., 2023
3.	Work-life	Autonomy in job, career advancement, and job responsibilities held by personnel. Views on work-life make personnel feel whether they have achieved work-life balance or not. Work-life conflicts arise when the pressures of work and life roles are imbalanced.	Berndtsson & Österberg, 2023; Masita et al., 2019
4.	Retention	The unit's ability to retain personnel performance. This relates to operational tempo changes and readiness of personnel.	Berndtsson & Österberg, 2023
5.	Family	Unit policies supporting family life (security guarantees, social security, education, etc.). Family support is also a factor considered by personnel in making work arrangements.	Berndtsson & Österberg, 2023; Simanjuntak & Ninin, 2020; Masita et al., 2019; Vuga Beršnak et al., 2023
6.	Success	Satisfaction in work and perceived harmony in life. Feeling successful also arises when the compensation received matches the demands of life.	Simanjuntak & Ninin, 2020; Vuga Beršnak et al., 2023

| 7. | Workplace support | Policies and work culture supporting military personnel development. Socially, shared experiences, a sense of belonging, and cohesion among personnel are needed to maintain work-life balance. | Berndtsson & Österberg, 2023; Lee & Kim, 2018; Ujoatuonu et al., 2019; Vuga Beršnak et al., 2023 |

Aspects of Work-Life Balance for Lecturers at IAIN Kerinci

Based on the analysis from various publications, aspects of work-life balance closely associated with lecturers at IAIN Kerinci can be categorized into several key points:

1. Time Allocation between Work and Family

Lecturers must manage their time between teaching responsibilities, research, and community service (Tridharma of higher education) alongside family time. Imbalance in time allocation can lead to stress and reduced performance.

2. Workload and Commitments:

High job demands, including administrative tasks, research, and community engagement, need to be effectively managed to avoid compromising lecturers' personal quality of life. High commitments often result in excessive workloads.

3. Dual Role as Lecturers and Family Members:

Lecturers often juggle dual roles as educators and family members. Challenges in managing these dual roles can lead to role conflicts that affect job performance and satisfaction.

4. Resilience in Adapting to Operational Changes:

Lecturers must adapt to changes in academic schedules, research deadlines, and community engagement activities. Resilience in facing these changes is crucial for maintaining work-life balance.

5. Job Satisfaction:

Job satisfaction is vital for lecturer well-being. Factors such as recognition of achievements, fair compensation, and supportive work environments can enhance job satisfaction and life balance.

Strategies to Improve Work-Life Balance

To enhance work-life balance for lecturers at IAIN Kerinci, several key strategies can be implemented:

1. Workplace Support:

Institutions should provide support through facilities that promote work-life balance, such as flexible work hours, adequate leave, and mental health programs.

2. Fair Work Schedule Arrangements:

Implementing flexible and fair work schedules can assist lecturers in managing their time between work and personal life, ensuring sufficient rest periods and avoiding excessive workloads.

3. Access to Resources and Support Systems:

Institutions can offer access to necessary resources that support lecturers' physical and mental well-being, including counseling services, health programs, and family support.

4. Training and Development:

Training programs focusing on time management, personal development, and coping strategies can help lecturers manage stress and improve work-life balance.

5. Recognition and Acknowledgment:

Recognizing and acknowledging lecturers' performance can boost motivation and job satisfaction. Recognition of achievements in teaching, research, and community service is crucial for lecturer well-being.

Implications for Human Resource Management

Human resource management at IAIN Kerinci should consider several factors when establishing work systems that support work-life balance:

1. Scheduling Arrangements:

Implementing flexible and fair work schedules to help lecturers manage their time between work and personal life effectively.

2. Adequate Rest Periods:

Ensuring lecturers have sufficient break times and encouraging them to utilize these breaks to prevent fatigue and stress.

3. Access to Physical and Mental Health Resources:

Providing access to necessary physical and mental health services, such as counseling services, health programs, and family support.

4. Family Support:

Introducing policies that support lecturer family welfare, such as family leave, work flexibility, and family support programs.

By implementing these strategies, IAIN Kerinci can enhance lecturer work-life balance, thereby improving job satisfaction and ultimately enhancing productivity in fulfilling the Tridharma of higher education.

CONCLUSION

Work-life balance is a critical need for lecturers at IAIN Kerinci to enhance their performance and commitment to academic duties. Key aspects of work-life balance include: 1) Time allocation between work and family, 2) Workload and commitments, 3) Dual role as lecturers and family members, 4) Resilience in adapting to operational changes, and 5) Job satisfaction. Implications for human resource management include considering work schedule arrangements, providing adequate rest periods, and offering access to physical and mental health resources, especially for lecturer families. Thus, improving lecturer satisfaction with their work can positively impact productivity in fulfilling the Tridharma of higher education.

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