

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPROVING TEACHER PERFORMANCE THROUGH WORK-LIFE BALANCE

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Abstract: Human resource management aims to manage and maximize the capabilities of human resources so that they have a significant impact on the organizational goals to be achieved. The aim of this research is how *Work-life balance* affects teacher performance, what is the role of HR management in supporting *Work-life balance* for teachers, policies regarding HR management that can improve teachers' *Work-life balance* and its impact on their performance, the challenges faced by HR management by HR management in creating *Work-life balance* for teachers. This research method uses a qualitative literature study approach. The data collection technique begins with a literature search originating from national and international articles. The results of this research identify that there is an influence between work life balance and teacher performance, which is characterized by the better the time balance between work and personal life, the teacher performance will increase, the role of HR management in supporting work life balance by creating policies and facilities to balance work and personal life, there are several HR policies that can improve work life balance, namely 1) implementing flexible working hours, providing training and professional development, as well as open communication, in implementing this there are also challenges, namely frequently changing schedules, increasing workloads, frequent time constraints.

Keywords: Human Resource Management; Teacher Performance; Work Life Balance.

Introduction

Education in Indonesia is measured through school learning. The success or failure of education depends on whether or not the teacher is professional in delivering the material. Learning outcomes from various subject areas that until now have not satisfied various parties. There are several things that are not appropriate in the development of education, especially in the development of human resources for the needs and facts that exist in the current era of education. First, the lack of education with the suitability of development (need assessment), second, because the method or step is not in accordance with the scope of the material. Third, inadequate facilities and infrastructure for the learning development process. Without realizing it, all three have a significant effect on the development of education in Indonesia, especially in the development of teacher performance as the spearhead of educational development (Sururama, 2018).

Teachers are the cornerstone and human resource that globally or largely influences the change and improvement of students. Teachers have two roles: Educating and teaching means that teachers change and shape students' character or personality. The knowledge that teachers teach is not the basis of learning; rather, it is the principle of knowledge that is realised in everyday life will be more meaningful than just understanding the theory. The teacher in his second function is as a pursuer, which means providing various knowledge by using various methods in meeting the needs and development of students (Retnaningsih, 2019). In this case, teachers must continue to pay attention to students' needs, difficulties and abilities because their learning can change students' knowledge.

Teachers are a very important part of the learning process. Teachers are not only the conveyors of

knowledge (transfer of knowledge), but can also be referred to as the centre of learning. Teachers in their function are also called learning designers so that they can run perfectly. By having a good learning design, where the learning process can be measured by the achievement of goals, the main role of teachers educating, teaching, and training within the scope of education can be completed properly. Teachers as examples who implement educational programmes to achieve learning or educational goals (Elu & Rahmawati, 2024).

Chapter XI Article 39 Paragraph 2 of the National Education System Law No. 20 of 2003 states that 'Teachers as educators are professional personnel who are responsible for carrying out the learning process, assessing the results of training and training, and participating in organising education, and that educators are defined as education personnel who are qualified as teachers, lecturers, counsellors, tutors, instructors, facilitators, and other designations in accordance with their expertise and participate in organising education.'

Teachers are individuals who are tasked with teaching in a formal education environment based on a set curriculum. Teaching is not only about conveying information, but also helping students' intellectual, affective and psychomotor development. Teachers have a great responsibility for the success of student learning through effective interaction. Thus, educators have principles in learning, as well as creating optimal learning conditions (Muktamar et al., 2024). Factors such as motivation, teacher-student relationships, freedom, security, and teacher communication skills greatly influence the learning process. Teachers can be likened to a bridge that guides learners. Teachers act as a bridge between older and younger generations by translating past experiences and policies into a form that learners can understand. Generational differences create gaps in life experiences, so it is the teacher's job to convey values and knowledge in a way that is relevant and easily accepted by students. As a translator of experiences, the teacher must be an educated person in order to connect the past with current educational needs.

As educators, teachers must have a well-thought-out plan for teaching to ensure the learning process is effective and achieves educational goals. Lack of preparation in teaching can have a negative impact on students' academic development, such as lack of understanding of the material and minimal engagement in the learning process. Therefore, before the school year begins, teachers need to (1) prepare lesson plans that contain learning objectives, teaching methods, media used, strategies and evaluations, (2) prepare lessons that include modules, textbooks, other learning aids, (3) manage classes according to student characteristics so that teachers can adjust their learning methods to the mapped abilities of students (T, 2020).

In the era of advanced globalisation, competition in the world of education is becoming increasingly fierce. One industry that has experienced a significant increase in competition is the garment or textile industry. Thus, every company must be able to innovate and produce products that have added value in order to remain competitive. In facing intense competition, companies in the garment industry need to focus on various aspects, such as product quality, attractive design, and efficiency in the production process. Work-life balance is the situation of a person in balancing work and personal activities, so that no one aspect interferes with the other. When a person can balance their personal and work life well, they can work more focused and efficient. The garment industry has a high level of competition, both between companies in one region and at the global level (Arviansyah & Shagena, 2022).

Thus, every company must be able to innovate and produce products that have added value in order to remain competitive. In facing intense competition, companies in the garment industry need to focus on various aspects, such as product quality, attractive designs, and efficiency in the production process. In the midst of intense competition, garment companies must be able to obtain maximum profits despite limited resources. One of the main keys that enable companies to survive is innovation. Innovation can include the development of new products, the application of more efficient technology, and creative ways to increase competitiveness in the market. Efficiency in the use of resources, be it raw materials or labour, is also very important to maintain the company's sustainability in a competitive market.

Some resources, human resources (HR) is a factor that determines the continuity of the company. Skilled and qualified labour can increase both in terms of quantity and product level. Cause companies need to pay attention to how to maintain and improve the quality of their human resources. Declining employee performance is a problem that companies often face. Poor performance can be caused by external and internal factors of a company or agency (AKILAH, 2018). Internal factors can include communication problems, ineffective management, and lack of adequate facilities or training. External factors can be pressures from the economic environment, social, or even personal problems of employees. If employee performance declines, this will have a direct impact on the quality of the products produced, which can ultimately hamper the company's competitiveness.

Everyone, no matter what their job, wants to be more productive. High productivity is often seen as an

indicator of success at work. However, sustainable productivity cannot be achieved by work ethic or how long you work. The key to increasing productivity optimally is to be able to sustain or balance work with personal activities, known as work-life balance so that no one aspect interferes with the other. When a person can balance well, then they can work more focused and efficient. When people are not stressed by work and have time to rest, their mental and physical health is better maintained. Less stress reduces the risk of burnout or emotional exhaustion, which can reduce productivity (Marlina, 2015).

Managing employees, employees, workers, managers, and other workforce in various situations to help achieve the goals of the institution or agency is known as Human Resources (HR) management. This process involves solving problems that arise. Thus, managers must know the employees or workforce with the right placement and be able at any time, to complete the work that will help the growth of the company (Utami et al., 2025).

Overall, management in this case becomes the most important role in an organisation. HR management can help organisations achieve their goals through effective management. Given the ever-evolving changes in the work environment, HR management must always adapt to these changes, whether in terms of employee development, labour relations management, or fair compensation systems. Another important aspect of HR management is managing diversity and inclusion. In an increasingly connected world, the ability to manage diverse teams is key to creating a more innovative and open work environment. In addition, the use of technology in HR management has also become very relevant. By using more modern sophistication or technology appropriately, HR management can increase the effectiveness and efficiency of human resource management, making it more prepared to face challenges.

Method

The literature study method was used in this research. The field of study known as 'literature study method' examines statistical information literature and can be applied to analyse and evaluate findings from HRM research. A study that uses statistical methods to qualitatively measure or assess the progress of research, literature, books, or documents in a particular field is known as bibliometrics. Descriptive bibliometric analysis is the method used, and the aim is to analyse the role of human resource governance on performance improvement through Work-Life Balance. Bibliometric techniques are used in intents and purposes, one of which explains new information found in articles and journals (Fajar, 2024).

This study looked at 53 publications indexed by Google Scholar between 2020 and 2025 and specifically looked at the role of Human Resource Management in Improving Teacher Performance by Creating Work-Life Balance. The purpose of this endeavour was to answer the research questions mentioned above. By recording the co-occurrence of keywords, bibliometric analysts can determine which terms are most frequently found in the documents examined [8]. If two papers contain some of the same keywords listed in the keywords section, they are probably related to each other and have similar topics. Google Scholar uses uniform criteria to select papers for other prestigious databases such as Web of Science, specifically for research reviews in the field of social sciences and education, hence it was chosen as the database to search for documents in this study. The use of the Publish or Perish (POP) programme in this study is to collect data from the Google Scholar database that is relevant to the analysis (Fajar, 2024).

The first step in collecting the Google Scholar database used PoP before filtering. In addition, this study adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to filter the data obtained by PoP. At the identification stage, 'Improving Teacher Performance through Work-Life Balance' was the search term used, and '2020-2025' was the year of publication. In addition, the data identification process using Pop produced 137 articles that were used as the research population and then filtered in the second stage. In the screening process, articles must fulfil the following criteria: a) Document Type: Article; b) Language: Indonesian; c) Field of study: not limited to Indonesia; and d) Year of publication: between 2020 and 2025. 64 documents were deleted at this step as they did not fulfil the set standards. 73 documents proceeded to the third stage (eligibility) (Fajar, 2024).

The researcher examines each document in the third stage by reading the abstract and title. The researcher reads the paper at this point and offers suggestions for retaining or deleting it. After this stage, the Crosscheck procedure is completed by providing an explanation for the exclusion of a particular document from the data analysis. To decide whether or not to reject an article, researchers looked at the title, abstract, and even the entire text. 150 documents were eliminated in this step because their content had nothing to do with the analysis. 24 documents formed the final dataset suitable for this literature study, all stored in Mendeley files for additional bibliometric studies. This study began with a literature identification step to obtain relevant review materials. The

literature search was conducted through the Google Scholar academic database by utilising the Publish or Perish (PoP) software, which is known to be effective in collecting meta data of publications from various sources. The focus of the search was on scholarly articles on the topic of 'Conflict Management Approaches in Education.' This search term was specifically designed so that the articles found would have close relevance to the research context (Fajar, 2024).

The initial screening stage involved establishing a number of selection criteria to ensure that the articles met the research focus. The criteria included: (1) the type of document in the form of scientific journal articles, (2) the use of Indonesian as the language of publication, (3) the relevance of the field of study that covers a broader scope, and (4) the time range for publishing articles between 2020 and 2025. The initial screening results showed that 35 articles did not fulfil the set criteria. The eliminated articles included publications in the form of non-journal documents, articles in languages other than Indonesian, or whose fields of study were not relevant to the research focus. Thus, 165 articles passed and continued to the next stage of analysis. This screening aimed to ensure that only the most relevant articles that supported the research objectives were used, while maintaining data quality and validity. At the eligibility stage, articles that passed the screening process were examined in depth to ensure their relevance to the research topic. The review was conducted by reading the title, abstract, and if necessary, the full article content. This stage aimed to evaluate the suitability of the article content with the research focus, namely conflict management approaches in education (Fajar, 2024).

The process also included cross-checks to ensure that the articles met the criteria of relevant substance. These criteria included topics directly related to conflict management, its application in education, and the presence of empirical data to support further analysis. From the review, a total of 150 articles were eliminated because they were deemed insufficiently relevant, such as having topics that were too general or a focus that did not fit the educational context. After the elimination process, 24 articles remained that were deemed suitable for further analysis. This final dataset became the basis for bibliometric analyses aimed at providing in-depth insights into trends, gaps and opportunities in the application of conflict management approaches in education. This stage is crucial to ensure the quality and accuracy of the research results (Fajar, 2024).

Findings and Discussion

Findings

Work-life balance has a positive and significant influence on teacher performance. Teachers who are able to balance their personal and work lives show increased motivation, job satisfaction and effectiveness in teaching. Some studies show that this balance contributes directly to improved learning quality, although there are differences in results across locations regarding the extent of the impact. Human resource management plays a crucial role in supporting teachers' work-life balance. Good management can reduce work stress, increase creativity, foster motivation, and promote collaboration and life satisfaction. As such, HRM is an important link between work-life balance and improved performance.

Policies such as flexible working hours, professional training, career development support, and open communication are proven to support work-life balance and indirectly improve teacher commitment and productivity. This balance helps teachers to be more focused, mentally healthy, and more innovative in their teaching. Then the main challenges are irregular schedules, high workloads, and lack of time flexibility. This can disrupt teachers' work-life balance. However, with more realistic scheduling, social support and good time management, these challenges can be overcome. Such efforts support the creation of a healthy and sustainable work environment.

Discussion

1. The Effect of Work-life balance on Teacher Performance

Human resource management can generally be defined as a process that aims to utilise human resources optimally and efficiently through the stages of planning, organising, mobilising and controlling. In addition, from the various potentials that humans have to achieve goals, human resource management can also be understood as a process of using labour fairly and humanely, so that all physical and psychological potential can function optimally to achieve the set goals. As in the research conducted by (Dana Luwihita et al., 2023) which at Madrasah Aliyah Nurul Taqwa school which has a principal who has fulfilled personality, managerial, supervisory, and social competencies, which can help human resource management can improve the performance of teachers or educators. Performance itself is defined as an ability to be able to complete tasks appropriately. The teacher as an educator at school is likened to being a second parent at school. In addition, the teacher is also a facilitator so that students can

develop their potential to the fullest. The head of Madrasah Aliyah Nurut Taqwa makes a policy to manage human resources in the form of a plan for how all teachers can carry out their duties in a balanced manner. Because, there are still teachers who hold two subjects, and have dual responsibilities such as being the head of the school.

In addition to having responsibilities in an educational institution, teachers also certainly have work outside the workload as educators. As well as educating children and doing homework. So, in this situation teachers are required to have the ability to balance work and family life, this is what is commonly referred to as work life balance. Several researchers have also examined the application of work life balance and teacher performance, which is explained by (Sukur & Susanty, 2022) that work life balance is one of the elements in the work environment that can support integration between personal and work life. The application of work life balance has been implemented at SMP Negeri 16 Surabaya, which is explained in research conducted by (Fitri et al., 2024), namely the existence of balance can provide a greater sense of control over one's work life, which in turn can increase their happiness at work. Without a balance between personal and work life, a teacher may feel dissatisfied with their performance at work. The human resource management system implemented in the school goes through various ways to be able to improve teacher performance through work-life balance. 1) Time balance, allowing for effective work, study, leisure and rest. 2) Balance of engagement, teachers can enjoy time physically and emotionally by maintaining a balance between psychological involvement in work and personal life. 3) Balance of satisfaction, job satisfaction measures the extent to which the company meets employee expectations of various aspects of their work and position. Based on the work-life balance system, it has a positive impact on teachers, because a teacher who has a balance between personal life and work, then the efficiency of his performance tends to increase.

The existence of an influence between work life balance and teacher performance is also relevant to research conducted by (Rustika et al., 2025), namely work life balance has a positive and significant effect on teacher performance. This statement shows that if the better the balance of time between work and personal life, the teacher's performance will increase. The main aspect that supports work life balance in improving teacher performance is family support for career and work. However, there is a slight difference in the research conducted in SD Mlonggo District by (Retnaning et al., 2024), namely although work life balance has a significant influence on teacher performance, but an increase or decrease in the balance between work and personal life does not have a direct impact on teacher performance. So, this shows that the balance between the two is not the main factor in influencing the quality of teacher work in Mlonggo District. In international research conducted by (Rashid et al., 2022) which states that in Pakistani private sector educational institutions there is a positive impact between work life balance and supervision on teacher performance. Because, if there is an excessive workload it can cause stress. So, the implication of this research is to show and improve the role of teachers in the basic education system in Islamabad.

2. The Role of HR Management in Supporting Work-life Balance for Teachers

Based on several studies that prove the influence between work life balance and improving teacher performance, in research (Zahara et al., 2024) explained that between the two there is human resource management which has a crucial role to be able to realise work life balance can maximally improve teacher performance. Research conducted at SMK Negeri 1 Pangandaran that human resource management that is implemented can provide benefits for staff and teachers. Among them 1) An increase in mental and emotional well-being, because staff and teachers who have enough time to rest will experience lower levels of stress, 2) There is a development of creativity and innovation, 3) There is an increase in motivation and attachment to work, 4) There is an increase in collaboration, and creating a positive and inclusive work atmosphere, 5) Teachers and staff feel higher life satisfaction because they have enough time for personal life. The role of human resources is also explained in research conducted by (Zamzamy et al., 2021) where there is Turnover Intention in secondary school teachers in Africa due to dissatisfaction with the work situation and workload which causes low work life balance.

Therefore, this condition is addressed by human resource management that supports and provides facilities for teachers to have social roles such as forming non-profit social organisations between teachers at school, and also supporting social activities outside of school such as the role of teachers in their families and environment. Because the concept of human resource management itself is explained in the study as a process for acquiring, training, and compensating staff and teachers, creating labour relations, and fairness issues. The importance of the role of HR management is also explained in international research conducted by (Hafeez, 2023) that the human resource management system in Pakistani schools applies the following things, namely 1) Develop a realistic schedule, 2) Give time for planning and evaluation, 3) Listen to feedback from teachers to be able to adjust their workload.

3. HR Management Policies in Improving Work-life Balance that Impacts Teacher Performance

Human resource management (HRM) policies that can improve work-life balance (WLB) are essential to creating a productive and healthy work environment. Here are some policies that can be implemented, and their

impact on teacher performance. Providing options for flexible working hours allows teachers to tailor work time to their personal needs. This can reduce stress and increase job satisfaction. Providing access to training and professional development helps teachers feel more competent and motivated. When teachers feel supported in their career development, they are more likely to be committed to their work. Encouraging open communication between management and staff can create a more supportive work environment. Teachers who feel the lowest are likely to be more motivated.

Work-life balance means a person's ability to balance tasks related to their work with other tasks that are not related to their work. In other words, work-life balance means a person's ability to manage his time properly between work, family life, and personal interests (Ahmad Rifa et al., 2023). Work-life balance aims to make employees more flexible at work so that they can balance work, family life, and personal interests. Their responsibilities and interests outside of work. Work-life balance is a challenge for any profession to balance work and family. balance is achieved when work and personal life are balanced. Work-life balance is about an individual's ability to successfully balance work and other commitments, regardless of age or gender. The concept of work-life balance thus defines the time spent for an employee to harmonise family and work needs (Ernanda & Fazlurrahman, 2023).

Work-life balance is the practice of creating a healthy balance between personal life and work. professional and personal life. It allows individuals to fulfil their responsibilities in both areas without suffering at the expense of the other. This balance is important for maintaining physical and mental health, as well as relationships with family and friends. Some strategies that can help achieve work-life balance include setting boundaries between work and personal life, scheduling time for self and family, taking regular breaks throughout the day, and avoiding multitasking. In addition, it is important to take a step back and assess priorities, and ensure that the most important needs are met (Aquino et al., 2023).

Work-life imbalance leads to high stress levels, lowers one's quality of life, and ultimately lowers one's productivity at work. High work pressure, fulfilment of others' expectations, and lack of personal time are the main reasons why this balance is disrupted for Indian women. As a result, working women often suffer from job burnout, high stress and anxiety, and an inability to realise their full potential. An open discussion with women further revealed that those with family support, good organisational policies, childcare facilities, and flexible working hours had a better work-life balance (Matula, 2022).

Work-life balance has a significant impact on teacher performance. Teachers who have a good work-life balance tend to be more satisfied with their jobs, which contributes to increased motivation. With good work-life balance (WLB), work stress levels can be managed more effectively. This allows teachers to focus on teaching without distractions from personal issues. Teachers' performance will be better if they can balance their personal and professional concerns, including creativity and dedication to students. When teachers are in good mental and physical condition, they can provide more meaningful learning experiences for students, thus improving the overall quality of education. Overall, HRM policies that support work-life balance not only benefit teachers' well-being but also have a positive impact on education quality and student learning outcomes.

4. HR Management Challenges in Creating Work-life Balance for Teachers

A major challenge faced by teachers is the frequent schedule changes. This is a crucial aspect that requires management attention. Customisable scheduling strategies and effective communication about these changes can help reduce uncertainty and give employees more control over their time. In addition, the increased amount of work at the end of the month is also an issue that must be considered. To help employees deal with this challenge, managers can consider dividing the work more fairly each month or providing additional assistance during intense working hours. Limited time flexibility, room to increase flexibility or build a work system that better suits individual needs Despite facing difficulties, interviewees also emphasised that their efforts to achieve Work Life Balance have produced good results. Workers can create an environment where they can benefit from managing their schedules wisely, applying time constraints, and understanding the importance of leave and holidays (Zahara et al., 2024).

Understanding the benefits of a good work-life balance can encourage initiatives and policies that help achieve this balance, resulting in a more productive and sustainable workplace. The social support that individuals receive can reduce the negative impact of responsibilities in the work and family domains, such as the pressure of excessive working hours, high workloads, and family care responsibilities, which will ultimately improve work-life balance. Social support can be in the form of appreciation, comfort, assistance, and attention provided by other parties, such as family, friends, partners, health workers, co-workers, or superiors (Zahara et al., 2024).

The division of employee working time aims for efficiency and safety. Dividing working hours is another strategy companies use to maximise productivity. The regulation of working hours affects how much time can be

spent on personal life. the balance of time carried out there is still a little difficulty in managing the balance of time. Distractions from the surrounding environment or priorities that are not well managed can hinder the resource person in managing time efficiently. Although there are distractions, they can still be overcome by making more optimal time scale calculations. Time balance is an important factor in achieving job satisfaction. Interviewees recognised that managing time balance is still challenging. Disruptions from the surrounding environment or priorities that are not well managed can hinder efficiency in managing time. However, interviewees believe that with a more optimised calculation of time scales, these obstacles can still be overcome. A good time balance allows interviewees to work, study, have fun and rest effectively (Fitri et al., 2024).

Conclusion

The most important of all resources is human resources. There are three main roles of human resource management: management, operational, and achieving overall organisational goals. The purpose of human resource management is to manage and maximise the capabilities of human resources so as to influence organisational goals. Procurement, development, compensation, occupational safety and health, and labour relations are all responsibilities of human resource management.

In such a situation, it is important to realise that all the operations of an organisation depend on the people who lead it to achieve organisational goals. The main objective of human resources is to increase the contribution of human resources to the organisation. Therefore, in order to achieve organisational goals, HR management must be done well by HR managers, line managers, and outsourced parties.

Work-life balance in Human Resource (HR) management is the importance of creating a balance between employees' personal and work lives to increase productivity. In human resource management, maintaining a balance between work and personal life is essential to increase the level of employee satisfaction, which in turn will support work effectiveness and the achievement of organisational goals. By allowing employees adequate time to rest, interact with their families, and pursue personal activities, organisations can increase job satisfaction, reduce stress, and increase employee loyalty. Conversely, an imbalance that focuses too much on work can reduce motivation, affect health, and lower productivity.

Therefore, HR management needs to design policies such as flexibility in working hours, sufficient leave, and a supportive work culture to help achieve this balance, as well as employee wellness, can help organisations improve employee performance and achieve a sustainable competitive advantage.

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