

Pemaknaan dan Implementasi Work-Life Balance oleh Karyawan di Yayasan Filantra = Interpretation and Implementation of Work-Life Balance by Employees at the Filantra Foundation

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Abstrak

Organisasi nirlaba menghadapi karakteristik operasional yang berbeda dari sektor profit, yaitu intensitas kerja yang tinggi, keterlibatan emosional pada misi sosial, serta keterbatasan sumber daya yang menuntut karyawan untuk menjalankan multi peran. Dalam konteks ini, work-life balance menjadi isu sentral yang berdampak pada kesejahteraan individu dan keberlanjutan organisasi. Penelitian ini bertujuan untuk memahami bagaimana karyawan memaknai work-life balance dan faktor-faktor yang mendukung implementasinya. Studi dilakukan dengan pendekatan kualitatif dengan teknik pengumpulan berupa pedoman wawancara semi-terstruktur melalui wawancara mendalam terhadap karyawan di Yayasan Filantra untuk mengeksplorasi pengalaman, pandangan, dan strategi personal informan terkait fenomena yang diteliti. Proses penyusunan pedoman wawancara, pengambilan data, hingga pengolahan data dimulai sejak Maret-Juni 2025. Dari total 25 karyawan, peneliti memilih 6 informan berdasarkan kriteria: memiliki pengalaman kerja langsung di lapangan, terlibat dalam mobilisasi program sosial, memahami dinamika kerja dan strategi adaptif, telah bekerja lebih dari satu tahun, serta mewakili berbagai posisi strategis baik di level pelaksana, koordinator lapangan, maupun staf internal di Filantra. Kemudian, analisis data mengikuti tahapan dimulai dari konseptualisasi, open coding, axial coding, selective coding, interpretasi data, hingga penarikan kesimpulan. Hasil penelitian menunjukkan bahwa penerapan work-life balance di Filantra bersifat subjektif dan dipengaruhi oleh pengalaman, peran, dan status kehidupan masing-masing karyawan. Para karyawan berupaya menyeimbangkan peran pekerjaan dan kehidupan pribadi dengan membangun batas tegas, mengatur prioritas, serta memanfaatkan fleksibilitas kerja yang diberikan organisasi. Ditemukan bahwa komitmen tinggi terhadap pekerjaan, kesiapsiagaan, dan fleksibilitas waktu menjadi tantangan menjaga keseimbangan yang seringkali mengganggu waktu bersama keluarga. Dukungan dari keluarga, apresiasi kinerja, dukungan psikologis, program pengembangan diri, serta kebijakan organisasi yang fleksibel, seperti izin pribadi dan toleransi membawa anak ke kantor, sangat membantu karyawan dalam mengelola konflik antara pekerjaan dan kehidupan pribadi. Penelitian ini menyimpulkan bahwa keseimbangan kerja dan hidup di organisasi nirlaba sangat dipengaruhi oleh kemampuan individu mengelola peran, dukungan lingkungan sosial, serta budaya organisasi yang responsif terhadap kebutuhan karyawan dalam menjaga loyalitas serta keterikatan karyawan. Dengan ini, organisasi nirlaba diperlukan untuk membangun budaya kerja yang fleksibel dan suportif guna mendukung manajemen peran karyawan serta memperkuat aspek dukungan organisasi di lingkungan kerja.

.....Nonprofit organizations face operational characteristics that differ from those of the for-profit sector, namely high work intensity, emotional involvement in social missions, and limited resources that require employees to perform multiple roles. In this context, work-life balance becomes a central issue that impacts individual well-being and organizational sustainability. This study aims to understand how employees perceive work-life balance and the factors supporting its implementation. The study employs a qualitative approach using semi-structured interview guidelines through in-depth interviews with employees at the

Filantra Foundation to explore informants' experiences, perspectives, and personal strategies related to the phenomenon under investigation. The process of developing the interview guidelines, data collection, and data analysis began in March–June 2025. Out of a total of 25 employees, the researcher selected 6 informants based on the following criteria: having direct work experience in the field, being involved in social program mobilization, understanding work dynamics and adaptive strategies, having worked for more than one year, and representing various strategic positions at the field staff, field coordinator, and internal staff levels at Filantra. Data analysis followed a series of stages, starting from conceptualization, open coding, axial coding, selective coding, data interpretation, and conclusion drawing. The research results showed that the implementation of work-life balance at Filantra is subjective and influenced by each employee's experience, role, and life status. Employees strive to balance their work and personal lives by establishing clear boundaries, setting priorities, and utilizing the flexibility provided by the organization. It was found that high commitment to work, readiness, and time flexibility pose challenges in maintaining balance, often disrupting family time. Support from family, performance recognition, psychological support, self-development programs, and flexible organizational policies, such as personal leave and allowing children to accompany employees to the office, significantly assist employees in managing conflicts between work and personal life. This study concludes that work-life balance in nonprofit organizations is significantly influenced by an individual's ability to manage roles, social environmental support, and an organizational culture responsive to employees' needs in maintaining loyalty and commitment. Therefore, nonprofit organizations are required to build a flexible and supportive work culture to support employee role management and strengthen organizational support aspects in the workplace.