

Work-Life-Balance Reconstruction: The Key to Superior Performance Based on Malcolm Baldrige and Corporate Values (OT Value) at PT. Arta Boga Cemerlang Surabaya

Berlianna Dewi Setiawan^{1*}, Tri Ratnawati², Abdul Halik³, Siti Mujanah⁴
Faculty of Economics and Business, Univeristas 17 Agustus 1945

Corresponding Author: Berlianna Dewi Setiawan

berliannabaobei2002@gmail.com

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ABSTRACT

This study aims to reconstruct the concept of work-life balance as a superior performance improvement strategy rooted in the Malcolm Baldrige Excellence Framework and corporate values (OT Value) at PT. Arta Boga Cemerlang. Using a qualitative phenomenological approach, this study involved six informants from the sales division and analyzed the data through thematic analysis methods. The results of the study indicate that the integration of work-life balance with the Malcolm Baldrige principles and OT Values increases employee motivation, productivity, and commitment to the company. The values of Integrity, Relationships, and Winning Spirit play an important role in building a positive work culture that encourages psychological well-being and superior performance. This study emphasizes the importance of implementing a value-based work-life balance policy to support the sustainability of human resource performance and well-being.

INTRODUCTION

In an era of increasingly complex business competition, companies are not only required to achieve high financial performance but also to sustainably maintain the well-being of their human resources (Robbins & Judge, 2020). One of the main challenges in managing the modern workforce is maintaining a balance between work and personal life demands, known as work-life balance (Greenhaus & Allen, 2011). According to Bataineh (2019), work-life balance is a person's ability to divide time and energy proportionally between work responsibilities and personal life. This balance is crucial for maintaining mental health, avoiding burnout, and maintaining long-term productivity and job satisfaction (Haar et al., 2014).

A 2023 PwC survey showed that 75% of employees in Indonesia are satisfied with their jobs due to the implementation of effective work-life balance policies (Andarista et al., 2024). In line with this, a JobStreet report cited in Tempo.co (Antara, 2023) revealed that 71% of job seekers in Southeast Asia and Hong Kong prioritize work-life balance when choosing a job. This data confirms that work-life balance is closely related to employee job satisfaction, commitment, and performance (Schieman & Young, 2010; Kossek et al., 2011). Individual performance can be understood as a series of behaviors or actions carried out by an individual to contribute to achieving organizational goals (Campbell, 1990 in Koopmans et al., 2013). When employees have a good work-life balance, they tend to feel happier and are motivated to make maximum contributions, whether working in the office or from home. Companies that are able to maintain this balance in their employees usually achieve higher levels of performance. This is in line with research by Asari (2022) which found a positive and significant relationship between work-life balance and employee performance. These findings are further supported by research by Mendis and Weerakkody (2017), which showed similar results.

Field observations indicate that work-life balance implementation is not yet fully effective. Many companies have incorporated flexible work policies, but not all employees experience their tangible benefits. This situation is often experienced by sales employees who face high target demands and intense job mobility. This imbalance between expectations and reality can cause stress, reduce motivation, and impact employee well-being. One interesting company to study in this context is PT. Arta Boga Cemerlang, part of the Orang Tua Group (OT Group), a well-known company in the fast-moving consumer goods (FMCG) industry. As a national distribution company with an extensive network and high sales targets, PT. Arta Boga Cemerlang faces the challenge of striking a balance between achieving superior performance and maintaining employee well-being. The company is based on five core values known as OT VALUES: In God We Trust, Integrity, Relationships, Winning Spirit, and Innovation. These values serve as guidelines for every work activity and organizational culture, but their implementation needs to be contextualized in daily practice to truly strengthen the balance between work and personal life demands. If consistently internalized, these values have the potential to shape a meaningful, honest, and psychologically well-being-oriented work culture (Sutanto & Gunawan, 2021).

To support superior performance, the Malcolm Baldrige Excellence Framework approach can be used as a systematic model for integrating organizational values, employee well-being, and business results. According to Gasperzs (in Utami & Setyorini, 2014), the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) is a method for comprehensively and continuously improving organizational performance through the process of measuring and providing feedback on the organization's performance in providing quality products and services.

According to the National Institute of Standards and Technology (in Utami, 2014), MBCfPE consists of seven main criteria that are integrated with each other, namely: leadership, strategic planning, customer and market focus, measurement, analysis, and knowledge management, human resource focus, process management, and business results. The application of the internationally standardized Malcolm Baldrige for Performance Excellence model helps organizations assess their performance.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is an individual's effort to achieve balance between the various roles they play in their life (Fisher, Bulger, & Smith, 2009). McDonald and Bradley (2005) define work-life balance as the extent to which an individual can optimally engage and feel satisfied in carrying out various roles in their life. Meanwhile, Clark (in Komari & Sulistiowati, 2020) explains that work-life balance is an individual's ability to balance work and other activities, such as family, education, and personal activities, with the goal of achieving harmony in life.

McDonald and Bradley (2005) identified three main aspects of work-life balance:

1. Time balance, which is the extent to which an individual can divide their time proportionally between work and non-work activities.
2. Balance of involvement, which is the level of commitment and psychological attention an individual gives to both areas.
3. Balance of satisfaction, which is the extent to which an individual feels satisfaction in both their work and personal life.

Overall, work-life balance reflects an individual's ability to manage their life roles harmoniously, thereby achieving work productivity without neglecting personal well-being.

Employee Performance

Employee performance is the level of individual work achievement, measured by quality and quantity, in accordance with the responsibilities, standards, and goals established by the organization. Performance reflects the actual behavior demonstrated by each employee in carrying out their duties and is a concrete manifestation of work achievements resulting from their roles and responsibilities within the company (Karawanep et al., 2021). Employee performance plays a crucial role because it is the primary indicator in

determining the extent to which a company can achieve its goals effectively and efficiently. Therefore, performance not only reflects an individual's work results but also reflects how well an employee is able to carry out their duties based on their competence, motivation, and understanding of the responsibilities assigned to them (Ermita, 2019).

Malcolm Baldrige Criteria

The Malcolm Baldrige Criteria for Performance Excellence (MBC) is a framework used to assess and improve the performance of organizations and work units (NIST, 2021). This framework consists of seven main criteria, namely:

1. Leadership encompasses two important aspects: senior leadership and organizational governance and social responsibility.
2. Strategy focuses on developing and implementing strategies that support the organization's direction and objectives.
3. Customers assess the extent to which the organization is able to interact and build long-term relationships with customers, including listening to customer needs, meeting or exceeding their expectations, and improving the customer experience.
4. Measurement, Analysis, and Knowledge Management emphasizes how the organization selects, manages, and utilizes data and information for performance measurement, analysis, and review to support strategic planning and continuous improvement.
5. Workforce addresses how the organization manages, develops, and engages its key workforce to create a productive and high-performance work environment.
6. Operations assess how the organization designs, manages, and refines products, services, and work processes to be effective, valuable to customers, and able to manage supply chain and operational risks for long-term success.
7. Results encompass all achievements that demonstrate the organization's success, from product and service aspects, internal processes, customer satisfaction, workforce performance, leadership and governance effectiveness, to overall financial and market performance.

Corporate Values (OT Values)

1. "In God We Trust" reflects the value of faith in God in our work (Obedience).
2. "Integrity" reflects the value of honesty, non-compromise with falsehood or deviation, courage to be frank and responsible.
3. "Relationship" reflects the value of healthy, mutually constructive and strengthening relationships between customers, employees, shareholders, and the community.
4. "Winning Spirit" reflects the value of winning, possessing the spirit and determination to always conquer enemies in all things.
5. "Innovation" reflects the value of daring to change, being astute in seeking, exploring, and finding innovative solutions.

METHODOLOGY

This study employed a qualitative approach with a phenomenological method, aiming to deeply understand the meaning of employee experiences related to work-life balance practices, based on the Malcolm Baldrige Excellence Framework and the OT Values at PT. Arta Boga Cemerlang. According to Creswell (2010), phenomenology is used to uncover the meaning of an individual's lived experience of a particular phenomenon. This aligns with Herdiansyah (2010), who stated that phenomenological research seeks to understand the psychological meaning of individual experiences in the context of everyday life.

The sampling technique used purposive sampling, which involves selecting participants based on specific criteria aligned with the research objectives (Syahrir et al., 2020). The sample was drawn directly from the relevant population to represent the desired characteristics. In this study, the informants consisted of six sales employees who had worked for at least one year. This criterion was chosen because this group has a high workload and responsibilities that can impact work-life balance.

Data collection was conducted through in-depth interviews, using an interview guide to ensure the process was focused and aligned with the research focus. According to West & Turner (2007), an in-depth interview is an interpersonal communication process between an interviewer and a respondent to gather in-depth information about the phenomenon being studied. This opinion aligns with Steward & Cash (1982 in Hakim, 2013), who define an interview as a serious, structured interaction aimed at obtaining relevant data.

The data obtained were analyzed using thematic analysis techniques to identify patterns, meanings, and key themes emerging from the informants' experiences related to work-life balance, superior performance, and company values.

RESEARCH RESULT AND DISCUSSION

Based on interviews with research subjects, researchers identified several common themes: (1) Employee experiences with work-life balance; (2) Company values (OT Values) in driving superior performance; and (3) Reconstruction of Malcolm Baldrige's principles in driving superior performance. These four themes will be discussed in detail below:

Employee Perceptions of Work-Life Balance

Based on interviews with sales employees at PT. Arta Boga Cemerlang, it was found that employee perceptions of the implementation of work-life balance were generally positive. The majority of respondents recognized the importance of a balance between work and personal life for maintaining motivation, productivity, and mental health. Most employees felt that the company provided them with flexibility in managing their work hours, particularly in determining customer visit routes and target achievement strategies. Support from supervisors and coworkers was also considered quite good, helping to reduce work stress. Furthermore, the company's incentive system for employees who

achieved sales targets contributed to increased work morale and job satisfaction. Six informants stated:

"Work schedules are actually quite flexible, especially for those of us in the field. I can usually arrange my own store visit routes as long as targets are met. My supervisor is also quite understanding, as long as daily reports and sales results are submitted on time." (B)

"I find the team and superiors quite supportive. If there's a sudden family emergency, I can usually switch schedules with teammates. So there's still room to balance work and personal life." (G)

"I feel like the company is quite considerate of our well-being. For example, if there's an important family event, like a sick child or a big family event, my boss usually allows me to take time off as long as it doesn't interfere with achieving my goals. That makes me feel respected and trusted." (M)

"I think the key is time management. In the field, work can be very busy, especially during promotions. But if you can organize your route efficiently and maintain communication with customers, you can still have time for an afternoon break or a quick family get-together." (D)

Some employees still expressed challenges in maintaining this balance. The pressure of achieving high sales targets and the busy work schedule often reduces their personal time. Some salespeople also complained about the difficulty of taking effective breaks or leave because they still have to monitor customers and sales reports outside of work hours.

"Targets are a major challenge, especially as the end of the month approaches. Sometimes family time is reduced because I have to chase stores that haven't reached their targets. So, even though it's flexible, personal time still has to be sacrificed." (O)

"Sometimes, even after work hours, I still have to monitor sales reports via WhatsApp groups. So it's really difficult to truly disconnect from work, especially during big promotions or special events." (Y)

Overall, sales employees perceive work-life balance as an important aspect that the company needs to continuously improve. Although they generally consider the current situation to be quite good, time management training and broader flexibility policies are expected to help them achieve a more optimal balance between work and personal life demands. Thus, implementing an effective work-life balance will have a positive impact on employee performance, loyalty, and well-being.

Company Values in Driving Superior Performance

Interviews with several sales employees at PT. Arta Boga Cemerlang revealed that the company's values, implemented in daily work activities, play a

significant role in shaping employee well-being, both psychologically, socially, and professionally. In general, respondents stated that the company's core values, such as "In God We Trust," "Integrity," "Relationship," "Winning Spirit," and "Innovation," have become guidelines for their attitudes and work in the field.

In God We Trust

Most respondents stated that the "In God We Trust" value is implemented through the habit of always working with good intentions and honesty, and relying on prayer in all work activities. Six informants stated:

"We are always taught to work with the intention of worship, to remain honest even under pressure from targets. If we work with a sincere heart, the results usually follow."(B)

"Every morning before I go to work, I always pray for smoothness and honesty in my work. I believe that if our intentions are good, God will surely help. So, with high goals, I remain calm in pursuing them."(G)

"In our team, before we start working in the field, we often remind each other to stay humble and not cheat. It's part of our culture, because we believe that God has determined our sustenance; it's just a matter of how we do it, doing our best in the right way."(M)

"When I'm stressed, I usually calm myself by praying for a moment on my motorcycle before moving on to the next shop. It helps me focus and prevents me from getting emotional when dealing with difficult customers."(D)

"When sales are down, I remain confident that everything has its time. I pray and keep trying. That belief keeps me from giving up easily and keeps me motivated to get through each day."(O)

"Before every sales meeting or big event, I always take a moment to pray. It reminds me that success doesn't only depend on effort, but also on faith. When I surrender everything to God, I feel more peaceful and confident in facing any challenge."(Y)

This spiritual value helps employees remain calm and reduce stress when facing challenges in the field. They feel that by instilling divine values in their work, their workload becomes lighter and their morale remains high.

Integrity

In interviews, the value of integrity was cited as one of the most highly valued principles at PT. Arta Boga Cemerlang. Sales employees admitted to being constantly reminded to maintain honesty and responsibility, both towards customers and in reporting work results. Six informant stated:

"We are reminded not to cheat, because if we are dishonest once, we can lose customer trust. The company is also very strict about integrity." (B)

"Integrity is important, because without honesty, our hard work is meaningless. I'm proud to work in an environment that values honesty." (M)

"Sometimes there are temptations in the field, but I've learned to stick to the company's values. That makes me feel calm." (G)

"My supervisors often set direct examples, so we can learn not only from words but also from concrete actions." (D)

"With a culture of honesty and openness, the team becomes more united and trusts each other." (O)

"Even when no one is watching, I try to do my job the right way. For me, integrity means doing the right thing consistently, not just when it's being monitored." (Y)

By implementing this value, salespeople feel safer and more comfortable at work because there are clear rules and a fair work culture. This fosters self-confidence and moral well-being among employees.

Relationship

The value of relationship is reflected in the close working relationships between salespeople, supervisors, and customers. Employees stated that the work environment at PT. Arta Boga Cemerlang places a strong emphasis on teamwork and open communication. Six informant stated:

"If there is a problem in the field, we can immediately discuss it with our superiors. The relationship within the team is also solid, so the work feels easier." (B)

"Our supervisors are open and willing to listen, so we feel supported." (M)

"We often help each other in the field, for example, switching routes if someone is sick or has family needs." (G)

"Working here feels like a family. If there's pressure, there's always someone to help." (D)

"Social support from coworkers creates a more positive work atmosphere." (O)

"Good communication allows for quicker resolution of problems and more efficient work." (Y)

This mutually supportive relationship makes employees feel valued and not alone in facing the pressure of achieving targets. Strong social support among coworkers is an important factor supporting their emotional well-being.

Winning Spirit

The value of a winning spirit is strongly felt in the sales culture of PT. Arta Boga Cemerlang. Respondents described the company instilling a fighting spirit to be the best and not give up easily in the face of challenges. Six informant stated:

"We are always instilled with a winning mentality. If a target isn't achieved, it doesn't mean we've failed, but we have to find new strategies to achieve it." (B)

"The company often motivates us to never give up." (M)

"The spirit of healthy competition keeps us growing." (G)

"Our supervisor always says: don't be afraid of failure, the important thing is to keep trying." (D)

"I feel proud when I achieve a target, because it's the result of the team's hard work." (O)

"Even though we're tired, that winning spirit keeps us going." (Y)

This value keeps employees highly motivated and takes pride in their work. Although targets are often challenging, a positive competitive spirit helps them stay focused and energized. This results in increased job satisfaction and feelings of self-efficacy.

Innovation

The value of innovation is also applied in daily sales activities. Employees are encouraged to find new ways to make sales more effective, whether through creative customer approaches or the use of simple technology like digital reporting systems. Six informant stated:

"We are often asked to come up with new ideas, for example, promotional methods or store approaches to maximize results. If our ideas are successful, they are usually appreciated." (B)

"The company values successful ideas, which keeps us motivated." (M)

"I feel free to express my thoughts, and my superiors are open to listening." (G)

"We're also taught to utilize technology, such as digital reporting." (D)

"Innovation makes work more efficient, and the results are tangible." (O)

"With innovation, we can adapt to market changes." (Y)

Employees feel that the company provides space for their opinions and innovation, fostering a sense of appreciation and a desire for continuous

development. This strengthens their psychological well-being because they feel they are making a real contribution to the team's success.

Reconstructing the Malcolm Baldrige Principles in Driving Excellent Performance

The research results show that the reconstruction of work-life balance integrated with the Malcolm Baldrige Excellence Framework has a positive impact on employee performance. Some key findings include:

Supportive Leadership

Most respondents reported that support from leaders, especially supervisors and area managers, significantly impacted their work morale. Leaders were perceived as not only oriented toward achieving targets but also understanding the needs of their subordinates and providing space for personal development. Six informant stated:

"Our superiors are quite open; if there are difficulties in the field, they can communicate them directly. Sometimes we are also given opportunities to participate in training or share experiences so we can develop." (B)

"My supervisor often provides motivation when the team starts to feel tired. He also sometimes reminds us to maintain a balance between work and rest." (M)

"We were once given the opportunity to participate in training on new sales strategies, which makes us feel appreciated." (G)

"My supervisor also often sets an example through his actions, not just his words. So we are motivated to emulate him." (D)

"If there's an urgent personal need, as long as communication is good, he always allows it." (O)

"The leaders here aren't just demanding, but also supportive. That's what keeps us loyal." (Y)

This support demonstrates that leadership at PT. Arta Boga Cemerlang aligns with the Malcolm Baldrige principles, where leaders act as facilitators, fostering motivation and workplace well-being. Furthermore, employees feel support from management in the form of flexible working hours and opportunities for personal development. This aligns with the findings of Schaufeli et al. (2009), who stated that supportive leadership has an impact on increased work motivation.

Strategic Planning

Interview results also showed that the company's work-life balance strategy is formulated with OT Values (Company Values), which underpin the work culture at PT. Arta Boga Cemerlang. Six informant stated:

"Work policies are now more tailored to field conditions. For example, if there's an important family event, we can swap visit schedules with other teams, as long as targets are still met." (B)

"The company emphasizes hard work but also prioritizes honesty and balance." (M)

"The team's work plan is always discussed together, so we feel like we're contributing." (G)

"OT Values guide every decision, including how we deal with customers." (D)

"We're asked to focus not only on sales, but also on maintaining good relationships and the company's image." (O)

"Work planning is now more flexible, and that makes us more enthusiastic." (Y)

This statement reflects that strategic planning at PT. Arta Boga Cemerlang considers employee well-being as part of its long-term business strategy, in line with the Strategic Planning principles of the Malcolm Baldrige Framework. By aligning work-life balance strategies with these values, companies not only create a healthier and more humane work environment but also build greater trust and engagement among employees. This ultimately improves overall company performance, in line with the Malcolm Baldrige framework (NIST, 2017), which emphasizes the importance of synergy between organizational values, strategy, and employee satisfaction.

Customer and Employee Focus

The company demonstrates a commitment to employee well-being as part of its focus on internal customers. Employees feel more valued and motivated to improve the quality of their work.

Employees also perceive that the company provides balanced attention to both external customers and "internal customers," namely the employees themselves. Six informant stated:

"The company doesn't just focus on store customers, but also pays attention to our needs. For example, they offer additional incentives for good performance." (B)

"If we perform well, we receive immediate recognition. That keeps us motivated." (M)

"Employees here are considered a vital part of our success, not just implementers." (G)

"Employees are genuinely cared for, for example, through regular evaluations and feedback." (D)

"We feel personally cared for, not just about sales figures." (O)

"The good relationship between management and employees makes us feel more at home." (Y)

This approach makes employees feel appreciated, increases loyalty, and fosters motivation to provide the best service to customers.

Well-Being Measurement and Analysis

Implementing well-being indicators as part of performance evaluations allows the company to monitor employee satisfaction and needs. Consistent with a study by Robbins & Judge (2013), regular well-being measurement increases employee engagement.

Several respondents stated that the company regularly evaluates employee satisfaction and performance, both through surveys and regular evaluations. Six informant stated:

"We are often asked to complete job satisfaction surveys and monthly evaluations. The results are usually discussed during meetings, so we know what needs to be improved." (B)

"The company is transparent about evaluation results, so we know what needs to be improved." (M)

"Sales and job satisfaction data are used as the basis for policy changes." (G)

"Supervisors often provide personalized feedback so we can improve." (D)

"We are also asked to provide input on work systems, so we feel heard." (O)

"With regular evaluations, we know where our work is headed and can address any shortcomings." (Y)

This practice demonstrates that the company has implemented the principles of Measurement, Analysis, and Knowledge Management by using well-being and performance data as a basis for decision-making for continuous improvement.

Workforce Management

Employees are given flexibility and the opportunity to manage their time and work, in accordance with the principle of more autonomous work. This flexibility reduces stress and burnout, thereby improving employee mental and physical well-being. Workforce management that allows employees the freedom to balance work and personal life has been shown to increase work engagement (Duxbury & Higgins, 2001).

In terms of workforce management, employees stated that the company provides sufficient flexibility in scheduling work hours and routes in the field. Six informant stated:

"As long as targets are met, we are free to set our own routes. If there is a sudden personal need, as long as we get permission from our superiors, it is usually allowed." (B)

If there's a personal need, we can ask for leave as long as we communicate well." (M)

"This flexibility allows me to focus more without stress." (G)

"We feel trusted to manage our own time." (D)

"Our superiors encourage us to be independent in determining sales strategies." (O)

"Work freedom makes us feel more responsible and empowered." (Y)

This policy helps salespeople reduce stress and fatigue, and increases their sense of ownership of their work. Malcolm Baldrige's Workforce Engagement principles are clearly demonstrated through this empowerment and work autonomy.

Process Management

Operational processes are restructured by implementing efficiency standards that reduce workload overload. Effective process management helps employees complete tasks on time without compromising the quality of their work. Furthermore, the company also reduces the potential for work delays due to excessive workloads, which often trigger stress (NIST, 2017).

Most employees also acknowledged that the company has improved work processes to be more efficient. The use of digital systems for reporting and managing customer data has helped reduce excessive administrative workload. Six informant stated:

"Now that sales reports are processed through the system, the process is faster and there's no need to wait long in the office. Time spent in the field is more efficient." (B)

"Time in the field has become more efficient, with less administrative work required." (M)

"The work process is now clearer and more measurable." (G)

"We were trained on how to use the system to avoid confusion." (D)

"This efficiency has reduced stress and increased work output." (O)

"Work feels lighter because the system helps us focus on customers." (Y)

This improvement process aligns with the Operational Focus principle, which emphasizes the importance of efficiency and effectiveness in supporting productivity without increasing workload.

Performance Outcomes

Integrating work-life balance with the Malcolm Baldrige Excellence Framework has demonstrated positive results in employee performance. Employees who are physically and mentally healthy have higher levels of productivity and are more committed to the company, which contributes to achieving company targets. This increased productivity also enhances the company's competitiveness in the industry (Schaufeli et al., 2009).

The ultimate result of implementing these principles is seen in improved morale and productivity of the sales team. Employees feel more committed to the company because of the support and balance provided. Six informant stated:

"Now work feels more focused and enjoyable. Targets remain, but we also feel cared for. So, we feel compelled to continue contributing." (B)

"Our team is more united now. If someone needs help, everyone else jumps in to help. (M)

"Targets remain, but because the work system is more humane, I'm even more enthusiastic about achieving them. I feel happier working, so the results are better. Now, when I reach a target, I feel truly proud." (G)

"I've been here for a while and can feel the difference. The company now cares more about our well-being, and there are regular training and evaluations that help us develop. So, I want to stay and grow with the company." (D)

"The company has changed a lot; now we feel more cared for. If there are personal or family issues, my superiors are willing to listen. Because of this, I feel a greater responsibility to deliver the best results for the company." (O)

"Now I feel more appreciated, not just by sales figures, but also by our efforts and processes. Our leaders often appreciate us for our hard work or new ideas. It feels great to be part of a team that supports each other, not just in achieving targets but also in growing together." (Y)

Employees who feel physically and mentally healthy demonstrate more consistent performance and greater loyalty to the company. This reflects PT. Arta Boga Cemerlang's success in integrating work-life balance with the Malcolm Baldrige principles to achieve superior performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, it can be concluded that the implementation of work-life balance integrated with the Malcolm Baldrige Excellence Framework and based on company values (OT Values) has a positive impact on employee

well-being and performance at PT. Arta Boga Cemerlang. This work-life balance helps increase employee motivation, productivity, and job satisfaction. OT Values such as In God We Trust, Integrity, Relationships, Winning Spirit, and Innovation reinforce a positive work culture and a spirit of achievement.

Company policies that provide flexible working hours, social support, and opportunities for personal development contribute to increased employee loyalty and well-being. The implementation of an efficient work system also helps reduce stress and increase work effectiveness. Therefore, the implementation of work-life balance at PT. Arta Boga Cemerlang has been proven to boost productivity without sacrificing well-being.

As a recommendation, the company needs to expand its work flexibility policy, provide time and stress management training, strengthen supervisor support, and consistently instill OT Values through organizational culture activities. By implementing the principles of continuous improvement according to the Malcolm Baldrige framework, the company can maintain sustainable superior performance.

ADVANCED RESEARCH

The researchers also recommend conducting longitudinal studies to examine the long-term changes and impacts of work-life balance implementation on employee well-being and retention. Therefore, future research findings are expected to provide a more comprehensive picture of sustainable human resource management strategies focused on employee well-being

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