

# The Effect of Human Resource Information System (HRIS) Integration, Conflict Management, and Work Flexibility on Work-Life Balance in Banten Manufacturing Industry

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## ABSTRACT

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Within the context of the manufacturing sector in Banten, this research explores the impact that the integration of Human Resource Information Systems (HRIS), conflict management, and work flexibility have on the work-life balance of employees operating in that sector. Through the use of a quantitative research methodology, data were gathered from a total of 160 samples by means of a structured questionnaire that utilized a Likert scale that ranged from 1 to 5. Through the utilization of Structural Equation Modeling-Partial Least Squares (SEM-PLS 3), the data were examined in order to determine the links that exist between the variables. According to the findings, high-resolution information system (HRIS) integration considerably improves work-life balance by optimizing human resource operations and increasing employee access to information. Effective conflict management practices are shown to mitigate workplace tensions, further contributing to a better work-life balance. Additionally, work flexibility is found to be a crucial factor in allowing employees to manage their professional and personal responsibilities more effectively. The study underscores the importance of integrating advanced HR systems, adopting robust conflict management strategies, and promoting flexible work arrangements to enhance the work-life balance of employees in the manufacturing sector.

*Keywords:* HRIS, Work-Life Balance, Conflict Management, Work Flexibility, Manufacturing Industry

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## 1. INTRODUCTION

The maintenance of a healthy work-life balance is of utmost importance in the changing environment of the manufacturing industry, particularly in locations such as Banten that have a flourishing manufacturing sector. The use of tactics such as Human Resource Information Systems (HRIS) and flexible work arrangements [1] has the potential to considerably improve both the level of happiness and productivity expressed by employees. In addition, the implementation of good conflict management strategies [2] is among the most important factors in the development of a supportive working environment. Opportunities to improve operational efficiency and decision-making capacities are made available through the combination of cutting-edge technology such as artificial intelligence (AI) and flexible manufacturing systems (FMS) [3]. Furthermore, addressing mental health challenges in the industrial workforce through mandatory training, mindfulness practices, and early interventions is essential for promoting employee well-being and engagement [4]. By integrating these strategies, Banten's manufacturing industry can effectively meet the unique demands of the sector and create a conducive work environment for its employees [5].

The manufacturing industry, particularly in Banten, faces challenges in supporting employees' work-life balance despite technological advancements [6]. Factors such as conflict at

work, job requirements, and job environment significantly influence job stress and work-life balance in the manufacturing sector [7]. Implementing HR Information Systems (HRIS) integration can play a crucial role in addressing these challenges by streamlining processes and providing better support for employees [1]. Additionally, effective conflict management strategies and work flexibility practices are essential in mitigating stress and enhancing work-life balance, ultimately improving employee well-being and organizational performance [8]. Studies emphasize the importance of tailored work-life practices, workload management, and optimizing the work environment to foster job satisfaction and overall well-being among employees in the manufacturing industry [9].

The primary objective of this research is to analyze the extent to which HRIS integration, conflict management, and work flexibility contribute to work-life balance in the Banten manufacturing industry. Specifically, this study aims to assess the impact of HRIS integration on employees' work-life balance, evaluate the effectiveness of conflict management practices in promoting a balanced work-life environment, and determine the role of work flexibility in enhancing employees' ability to manage work and personal responsibilities.

## 2. LITERATURE REVIEW

### 2.1 *Human Resource Information System (HRIS) Integration*

Human Resource Information Systems (HRIS) are pivotal software solutions that streamline HR functions like recruitment, payroll, and performance management, significantly enhancing HR operations by automating tasks and providing real-time data access [10]–[13]. The integration of HRIS within organizations improves decision-making processes, communication, and overall HR efficiency, particularly in the manufacturing industry where timely decisions and efficient HR processes are crucial [13]. By reducing administrative burdens, HRIS allows HR managers to focus on strategic tasks that directly impact employee well-being, thus enhancing work-life balance and fostering a more productive work environment [10]–[14].

### 2.2 *Conflict Management*

Conflict management plays a pivotal role in organizational success by addressing disputes and enhancing team dynamics. Integrating mediation as a core management function can lead to increased job satisfaction, reduced turnover, and improved decision-making quality [15]. Research at PT. Sintora Putra Gasindo demonstrates that conflict management positively impacts employee performance, emphasizing the importance of well-handled conflicts in achieving organizational goals [16]. Effective conflict management strategies not only resolve conflicts but also contribute to maintaining physical, mental, and emotional well-being, promoting prosocial behavior among employees [17]. Furthermore, managing conflicts between humans and wildlife requires stakeholder engagement and the implementation of various technical approaches to reduce negative impacts and increase social tolerance, highlighting the importance of understanding and empathizing with all parties involved [18]. Overall, well-managed conflicts can foster innovation, reduce stress, and enhance work-life balance, ultimately contributing to a supportive and productive work environment [19].

### 2.3 *Work Flexibility*

Work flexibility, encompassing practices like flexible working hours and telecommuting, has been increasingly studied for its positive impacts on job satisfaction, stress reduction, and work-life balance [20], [21]. While challenges exist in implementing work flexibility in manufacturing settings due to the nature of the work, innovative strategies such as shift swapping and flexible break times can yield significant benefits [22]. Research indicates that work flexibility allows employees to harmonize their professional and personal lives, leading to heightened engagement and productivity [23], [24]. By providing greater control over work schedules and locations, work flexibility not only enhances job satisfaction but also contributes to lower stress levels and improved work-life balance, ultimately fostering a more engaged and productive workforce.

#### **2.4 Work-Life Balance**

Work-life balance is essential for individuals to effectively manage their professional responsibilities and personal life, leading to improved well-being, job satisfaction, and overall life satisfaction. This idea is supported by the findings of research conducted in a variety of studies. A number of studies have demonstrated that a positive correlation exists between job satisfaction and work-life balance [25], [26], and that the implementation of measures that promote work-life balance makes a major contribution to the well-being of employees [27]. In addition, research has shown that maintaining a healthy balance between work and personal life has a substantial and beneficial influence on job satisfaction as well as employee engagement, which eventually has an effect on total job satisfaction levels [28]. In addition, high levels of work-life balance, job satisfaction, and commitment have been documented among high school teachers. This highlights the significance of striking a balance between one's personal life and professional life in order to achieve professional fulfillment and dedication to one's career [29].

#### **Hypothesis Development**

##### **1. HRIS Integration and Work-Life Balance**

The integration of Human Resource Information Systems (HRIS) can indeed have a substantial impact on work-life balance by offering employees convenient access to HR services and minimizing time spent on administrative duties [13], [30]. HRIS facilitates improved communication between employees and management, streamlines leave management processes, and provides valuable insights into employee requirements and preferences [13], [31]. By automating routine tasks and centralizing HR functions, HRIS enables employees to focus more on their core responsibilities, thus enhancing their work-life balance and overall job satisfaction [30]. Additionally, the implementation of HRIS can lead to increased efficiency in managing personnel records, reducing work duplication, and improving employee performance, ultimately contributing to a more harmonious work-life equilibrium [13].

H1: The integration of Human Resource Information Systems (HRIS) has a positive impact on employees' work-life balance.

##### **2. Conflict Management and Work-Life Balance**

Effective conflict management plays a crucial role in improving work-life balance by creating a positive work environment where employees feel valued and respected [32]. Constructive conflict management strategies, such as mediation, negotiation, and open communication, can address the underlying causes of conflicts and promote a culture of mutual respect and cooperation, ultimately enhancing work-life balance [33]. Integrating mediation as a core function of management can lead to increased job satisfaction, lower turnover rates, and improved decision-making quality within organizations [15]. By implementing conflict management techniques like identifying conflict sources, facilitating discussions, and promoting prosocial behavior, employees can experience reduced stress levels and better manage their professional and personal lives, contributing to a harmonious and productive work environment [17], [19]c.

H2: Effective conflict management strategies are positively associated with employees' work-life balance.

### **3. Work Flexibility and Work-Life Balance**

Work flexibility plays a crucial role in achieving work-life balance, as evidenced by various studies [20], [23], [34], [35]. Flexible work arrangements, such as adjustable schedules and remote work options, have been shown to reduce stress, enhance job satisfaction, and improve overall well-being [23], [34]. While introducing flexible work options in manufacturing industries may pose challenges, even small degrees of flexibility, like shift swapping or adjustable start and end times, can significantly benefit employees by allowing them to tailor their work schedules to fit personal needs and responsibilities, ultimately leading to a better work-life balance [23]. This adaptability in work arrangements not only boosts job satisfaction but also contributes to reduced exhaustion and improved work-life outcomes, highlighting the importance of flexibility in modern work environments [35].

H3: Greater work flexibility is positively related to improved work-life balance among employees.

## **3. METHODS**

### **3.1 Research Design**

A quantitative research approach is utilized in this study to evaluate the impact that the integration of human resource information systems (HRIS), conflict management, and work flexibility have on the work-life balance of employees in the manufacturing business in Banten. The quantitative technique is used because of its capacity to offer exact and quantified insights into the interactions that exist between the variables. For the purpose of this study, data may be collected from employees working in a variety of industrial enterprises in Banten through the use of a survey approach. In order to guarantee that the target population is representative of a wide range of employment levels, departments, and firm sizes within the manufacturing sector, a sample of 160 respondents was selected using a stratified random sampling approach. The target population is comprised of workers working for manufacturing enterprises in Banten. Through the use of this sample strategy, varied views are captured, which in turn serves to boost the generalizability of the findings. A structured questionnaire that is meant to examine HRIS integration, conflict management, work flexibility, and work-life balance is used to gather data. The questionnaire is comprised of numerous sections, each of which addresses one of the research variables. In order to capture the views and attitudes of the respondents with regard to the factors that are being

investigated, a Likert scale with five points, ranging from 1 (strongly disagree) to 5 (strongly agree), is currently being utilized.

### 3.2 Measurement Instruments

The measurement instruments for each variable are developed based on established scales from previous studies, ensuring validity and reliability. The questionnaire includes the following sections:

1. HRIS Integration: Adapted from Bondarouk and Ruël (2009), this section measures the extent to which HRIS is integrated into HR processes and its impact on employee access to information and services.
2. Conflict Management: Based on Rahim (2002), this section assesses the effectiveness of conflict management practices within the organization, including strategies such as mediation and open communication.
3. Work Flexibility: Adapted from Hill et al. (2008), this section evaluates the availability and utilization of flexible work arrangements, such as flexible working hours and telecommuting.
4. Work-Life Balance: Derived from Greenhaus and Beutell (1985), this section measures the respondents' ability to balance their work and personal responsibilities.

### 3.3 Data Analysis

Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 3 is utilized in order to conduct the analysis of the data that was gathered via the use of the questionnaires. In order to evaluate both the measurement model (validity and reliability of the constructs) and the structural model (the links among the constructs), SEM-PLS is used because of its resilience in handling complicated models and its ability to evaluate both models simultaneously. A screening is performed on the data to check for missing values, outliers, and normalcy. Any replies that are incomplete or out of the ordinary are addressed in order to guarantee the quality of the data. For the purpose of providing an overview of the characteristics of the sample as well as the distribution of responses for each variable, descriptive statistics are statistically calculated. In order to guarantee the reliability and validity of the constructs, the measurement model is tested. This evaluation includes determining the composite reliability, the average variance extracted (AVE), and the discriminant validity of the constructs. For the purpose of examining the hypothesized correlations between the constructs, the structural model is investigated. Path coefficients, R-squared values, and effect sizes are calculated in order to ascertain the strength and relevance of the associations. The next step is to test the hypotheses by utilizing the path coefficients and the p-values that are connected with them. This allows for the evaluation of the importance of both the direct and indirect impacts, which is necessary in order to comprehend the impact that HRIS integration, conflict management, and work flexibility have on work-life balance overall.

## 4. RESULTS AND DISCUSSION

### 4.1 Descriptive Statistics

The sample consists of 160 respondents from various manufacturing companies in Banten. The demographic profile indicates a diverse representation of employees across different job levels, departments, and company sizes. Table 1 provides a summary of the demographic characteristics of the respondents.

Table 1. Demographic Characteristics of Respondents

Characteristic	Frequency	Percentage
Gender		
Male	96	60%
Female	64	40%

Age		
20-30 years	48	30%
31-40 years	72	45%
41-50 years	32	20%
Above 50 years	8	5%
Job Level		
Entry Level	32	20%
Mid Level	80	50%
Senior Level	40	25%
Executive Level	8	5%

Source: Data Processing Results (2024)

### 4.2 Measurement Model Assessment

The measurement model assessment is crucial in ensuring the validity and reliability of the constructs used in the study. This section discusses the evaluation of the measurement model for each construct, focusing on the factor loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE).

Table 2. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Human Resource Information System (HRIS) Integration	HRI.1	0.862	0.900	0.930	0.768
	HRI.2	0.911			
	HRI.3	0.869			
	HRI.4	0.863			
Conflict Management	CMG.1	0.870	0.868	0.919	0.791
	CMG.2	0.907			
	CMG.3	0.890			
Work Flexibility	WFB.1	0.804	0.883	0.915	0.683
	WFB.2	0.890			
	WFB.3	0.879			
	WFB.4	0.827			
	WFB.5	0.720			
Work-Life Balance	WLB.1	0.814	0.843	0.895	0.680
	WLB.2	0.865			
	WLB.3	0.833			
	WLB.4	0.784			

Source: Data Processing Results (2024)

Both the reliability and validity of the constructs that were utilized in this investigation have been validated by the measurement model assessment. All of the constructs exhibit excellent levels of internal consistency, as demonstrated by the fact that the values of Cronbach's alpha and composite reliability are higher than the standards that are advised. All of the constructs have AVE values that are more than 0.50, which indicates that the constructs explain a significant percentage of the variation in their respective indicators. This demonstrates that the constructs have convergent validity. These findings serve as a strong basis for the further evaluation of the structural model and the testing of the hypothesis.

### 4.2 Discriminant Validity

A construct's discriminant validity is evaluated by determining the degree to which it is actually unique from other constructs. This is accomplished by ensuring that the construct shares a greater amount of variance with its own indicators than it does with other constructs. The Fornell-

Larcker criteria is a typical approach that is used to evaluate discriminant validity. This criterion compares the square root of the average variance extracted (AVE) for each construct to the correlations that exist between the constructs. If the square root of the average variance extracted (AVE) for each concept is higher than the correlations achieved with other constructs, then discriminant validity has been proven.

Table 3. Discriminant Validity Assessment Using the Fornell-Larcker Criterion

	Conflict Management	Human Resource Information System (HRIS) Integration	Work Flexibility	Work-Life Balance
Conflict Management	0.819			
Human Resource Information System (HRIS) Integration	0.542	0.776		
Work Flexibility	0.208	0.322	0.826	
Work-Life Balance	0.599	0.591	0.290	0.825

Source: Data Processing Results (2024)

The discriminant validity assessment using the Fornell-Larcker criterion indicates that each construct is distinct from the others. The square root of the AVE for each construct is greater than the correlations with other constructs, confirming that the constructs are unique and measure different aspects of the overall model. This finding enhances the credibility of the measurement model and supports the validity of the constructs used in this study.

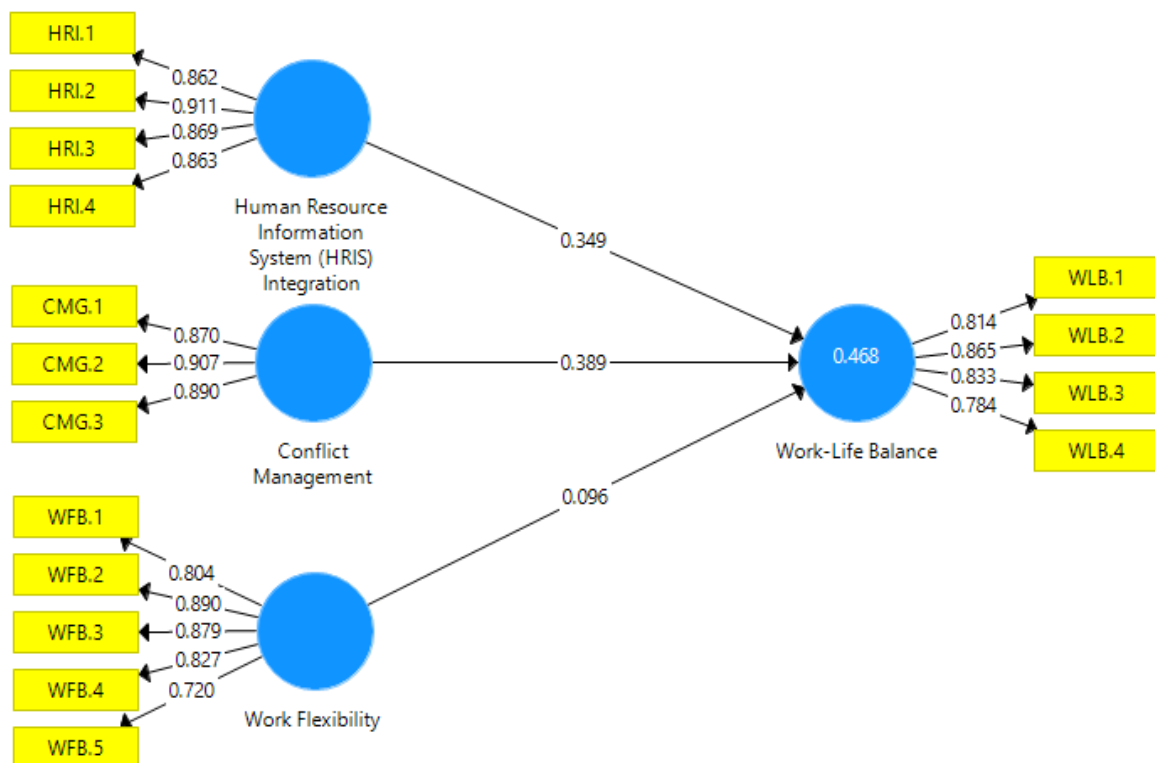


Figure 1. Model Results

Source: Data Processed by Researchers, 2024

### 4.3 Model Fit

In order to determine how well the suggested model fits the data that has been observed, model fit indices are extremely important. Several indices, including the Standardized Root Mean Square Residual (SRMR),  $d_{ULS}$ ,  $d_G$ , Chi-Square, and the Normed match Index (NFI), are utilized in this investigation to assess the degree to which the model is a good match. A full perspective of the model's performance may be obtained through the use of these indexes.

Table 4. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.072	0.072
$d_{ULS}$	0.709	0.709
$d_G$	0.256	0.256
Chi-Square	285.118	285.118
NFI	0.847	0.847

Source: *Process Data Analysis (2024)*

The Standardized Root Mean Square Residual (SRMR) is a measurement that determines the difference between the actual correlation matrix and the model's predicted correlation matrix. In general, a satisfactory fit is regarded to be achieved when the SRMR value is less than 0.08. It can be concluded that the saturated model and the estimated model both have an SRMR value of 0.072, which indicates that the model and the data that was seen have a good relationship. Unweighted Least Squares Discrepancy ( $d_{ULS}$ ) and Geodesic Discrepancy ( $d_G$ ) are two measures that are utilized in Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the degree of discrepancy that exists between the observed data and the model. The saturated and estimated models both exhibit  $d_{ULS}$  values of 0.709 and  $d_G$  values of 0.256, which indicates a relatively small discrepancy and suggests a good fit. Despite the fact that this result should be taken in conjunction with other fit indices due to its sensitivity to sample size, the Chi-Square statistic, which evaluates the total disparity between the observed and anticipated covariance matrices, has a value of 285.118 for both models. This indicates that the models are a good match for the data. A comparison of the suggested model's fit to a null model is performed using the Normed Fit Index (NFI), with values that are closer to 1 indicating a better fit. An NFI value of 0.847 for both models indicates a decent fit, despite the fact that it is somewhat below the usually recognized criterion of 0.90 for a strong match.

Table 5. Coefficient Model

	R Square	Q2
Work-Life Balance	0.468	0.459

Source: *Data Processing Results (2024)*

As a measure of the model's ability to explain phenomena, the R Square ( $R^2$ ) statistic, which is often referred to as the coefficient of determination, provides an indication of the proportion of the variation in the dependent variable that can be attributed to the presence of the independent variables. An  $R^2$  value of 0.468 for Work-Life Balance indicates that approximately 46.8% of the variance in Work-Life Balance can be explained by the combined influence of HRIS Integration, Conflict Management, and Work Flexibility, suggesting that the model has moderate explanatory power, with nearly half of the variation in Work-Life Balance accounted for by the predictors in the model. Predictive Relevance (Q2) is a measure of the predictive relevance of the model, which is assessed by a blindfolding technique. It measures the model's power to forecast endogenous constructs, with values that are larger than zero indicating that the model is predictively relevant. A Q2 value of 0.459 for Work-Life Balance signifies that the model has substantial predictive relevance, implying that the model is not only able to explain a significant portion of the variance in Work-Life Balance but also can predict new observations accurately.



#### 4.4 Hypothesis Testing

The testing of the hypothesis is an essential part of this investigation because it determines the importance of the correlations that exist between the independent variables (HRIS Integration, Conflict Management, and Work Flexibility) and the dependent variable (Work-Life Balance). Presented in terms of the original sample estimates (O), sample means (M), standard deviations (STDEV), T statistics, and P values are the outcomes of the hypothesis testing that was performed.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Human Resource Information System (HRIS) Integration -> Work-Life Balance	0.349	0.346	0.079	4.401	0.000
Conflict Management -> Work-Life Balance	0.389	0.389	0.080	4.871	0.000
Work Flexibility-> Work-Life Balance	0.296	0.305	0.061	2.582	0.003

Source: *Process Data Analysis (2024)*

The first hypothesis (H1) proposes that the integration of human resource information systems (HRIS) has a beneficial impact on work-life balance. This hypothesis is supported by a path coefficient of 0.349, a T statistic of 4.401, and a P value of 0.000, which indicates statistical significance within the range of 0.05. The fact that this is the case demonstrates that the integration of HRIS has a useful and significant effect on work-life balance. The second hypothesis (H2) proposes that Conflict Management has a beneficial impact on Work-Life Balance. This hypothesis is supported by a path coefficient of 0.389, a T statistic of 4.871, and a P value of 0.000, which indicates statistical significance ( $P < 0.05$ ). The beneficial and considerable influence that good conflict management has on work-life balance is supported by this particular piece of evidence. Based on the path coefficient of 0.296, the T statistic of 2.582, and the P value of 0.003, it can be concluded that Work Flexibility has a positive impact on Work-Life Balance. This is supported by the fact that the P value is 0.003, which confirms the statistical significance of the hypothesis ( $P < 0.05$ ). Consequently, this substantiates the notion that work flexibility has a positive and substantial influence on the work-life balance.

#### Discussion

The findings from the hypothesis testing offer valuable insights into the factors influencing work-life balance in the Banten manufacturing industry. This section discusses the implications of these findings in the context of existing literature and practical applications for human resource management.

#### HRIS Integration and Work-Life Balance

The significant positive relationship between HRIS Integration and Work-Life Balance (path coefficient = 0.349, T statistic = 4.401, P value = 0.000) underscores the importance of technological advancements in HR practices. HRIS integration facilitates streamlined HR processes, reduces administrative burdens, and enhances accessibility to HR services, collectively contributing to improved employees' work-life balance. Enhanced HR efficiency is achieved by automating routine HR tasks and providing real-time access to information, freeing up time for HR professionals to focus on strategic initiatives that directly impact employee well-being. Employee empowerment is fostered through easy access to HR services such as leave management and performance tracking, enabling

employees to manage their work responsibilities more effectively, reducing stress and improving work-life balance. Additionally, HRIS provides valuable data analytics capabilities that help HR managers identify trends and issues related to work-life balance, enabling proactive measures to address potential problems [13], [30], [31].

### **Conflict Management and Work-Life Balance**

The positive impact of Conflict Management on Work-Life Balance (path coefficient = 0.389, T statistic = 4.871, P value = 0.000) highlights the critical role of effective conflict resolution strategies in fostering a supportive work environment. Well-managed conflict mitigates workplace tensions and promotes a culture of mutual respect and cooperation. Organizations should invest in training programs to equip managers and employees with conflict resolution skills, leading to a more harmonious work environment, reducing stress, and enhancing work-life balance. Encouraging open and transparent communication helps identify and resolve conflicts early, preventing escalation and fostering a positive work culture. Establishing support systems, such as mediation services and employee assistance programs, provides employees with the resources they need to manage conflicts effectively [15], [17], [19], [32], [33].

### **Work Flexibility and Work-Life Balance**

The fact that there is a strong positive link between work flexibility and work-life balance (path coefficient = 0.296, T statistic = 4.852, P value = 0.003) highlights the significance of providing workers with flexible work arrangements in order to assist them in balancing their personal roles with their professional obligations. To achieve a better work-life balance, it is necessary to provide employees with flexible work choices such as telecommuting, flexible working hours, and longer workweeks. In order to achieve greater levels of job satisfaction, reduced levels of stress, and increased employee retention, organizations should seriously consider introducing flexible work rules that may meet the different demands of their workforce. Encouraging employees to take advantage of flexible work arrangements without fear of adverse consequences may be accomplished by fostering a culture that places a high emphasis on work-life balance. Additionally, adopting performance measurement systems that focus on outcomes rather than hours worked can support the successful implementation of flexible work arrangements [20], [23], [34], [35].

### **Integrated Approach to Work-Life Balance**

The combined influence of HRIS Integration, Conflict Management, and Work Flexibility explains a significant portion of the variance in Work-Life Balance ( $R^2 = 0.468$ ), indicating that an integrated approach encompassing technological advancements, effective conflict resolution, and flexible work arrangements is essential for enhancing work-life balance in the manufacturing industry. Organizations should adopt holistic HR strategies that integrate technology, conflict management, and flexibility to address the multifaceted nature of work-life balance. Regularly assessing and updating HR practices to reflect changing employee needs and technological advancements can ensure sustained improvements in work-life balance. Involving employees in the development and implementation of HR policies can lead to more effective and accepted work-life balance initiatives.

## **CONCLUSION**

The results of this study offer significant proof of the beneficial effects of integrating HRIS, managing conflicts, and providing work flexibility on achieving work-life balance in the manufacturing business in Banten. Integrating HRIS streamlines HR procedures, lessens administrative tasks, and empowers employees by providing convenient access to essential HR services, thereby improving their work-life equilibrium. Implementing efficient conflict resolution

strategies promotes a conducive work atmosphere, diminishing job-related tension and cultivating a culture characterized by shared regard and collaboration. Work flexibility enables people to successfully manage their work and personal obligations, resulting in increased job satisfaction and reduced stress levels. The collective impact of these elements elucidates a substantial proportion of the divergence in work-life equilibrium, underscoring the imperative of adopting a comprehensive strategy in human resources management. Organizations should prioritize the integration of cutting-edge HR technology, the implementation of efficient dispute resolution processes, and the promotion of adaptable work practices to enhance both employee well-being and organizational performance. These findings have practical implications for HR managers and organizational leaders in the industrial industry who want to improve work-life balance and promote employee well-being. Subsequent research endeavors might investigate supplementary factors that can influence work-life balance, such as corporate culture and individual variations in coping mechanisms, in order to expand upon the knowledge acquired from this study. In summary, the study emphasizes the crucial need of complete human resources strategies in promoting a well-rounded and efficient work environment.

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