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Adaptation of Work-Life Balance Strategies in Remote Tourism Destinations: A Case Study of Same Resort Bira Beach

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ABSTRACT

The post-pandemic global tourism industry faces intensive recovery pressures. Work-life imbalance frequently triggers human resource retention crises, particularly in the hospitality sector, which demands 24-hour service excellence. These challenges are increasingly complex for resort hotels in remote tourism destinations that must operate with limited access to professional labor and extreme fluctuations in tourist visitation. This study aims to analyze the adaptation mechanisms of five Work-Life Balance (WLB) strategies—Alternating, Outsourcing, Bundling, Techflexing, and Simplifying—to overcome operational barriers and enhance employee productivity at Same Resort Bira Beach, South Sulawesi. Using a qualitative single-case study design, data were collected through in-depth interviews with management and operational staff. The results reveal significant anomalous findings. First, the use of communication technology (Techflexing) in an isolated environment does not trigger technostress but rather serves as a vital connectivity bridge providing spatial autonomy for employees. Second, integrating resort facilities into the incentive system (Bundling) successfully creates psychological harmonization between work and personal life (Resort-Life Integration). Third, Alternating and Outsourcing strategies are applied tactically as workload safety valves during peak seasons. Overall, this study concludes that in remote destinations, WLB transforms from a mere welfare policy into an effective business survival strategy for maintaining productivity, despite structural challenges posed by short-term target pressures. The study's implications suggest an adaptive HR management model that leverages locational assets as key retention factors.

Keywords: Employee Productivity; Human Resource Management; Remote Tourism Destinations; Work-Life Balance.

INTRODUCTION

The post-pandemic recovery of the tourism industry presents a complex dual dynamic (Rahman et al., 2025). While there has been a surge in travel demand—often called “revenge tourism”—the sector also faces an acute human resources retention crisis. This phenomenon creates significant operational pressure on the hospitality industry, which is inherently characterized by long working hours, high emotional labor, and the demand for 24-hour service excellence (Griffin, 1982). Within this recovery context, the issue of employee well-being, particularly regarding Work-Life Balance (WLB), has shifted from being a mere perk to a fundamental strategy for maintaining business operational sustainability (Rahman et al., 2022). Failure to effectively manage these pressures risks precipitating employee burnout, declining productivity, and elevated turnover rates, which may ultimately destabilize service quality.

Despite the widely recognized urgency of implementing WLB, there is a significant gap in the existing literature regarding its implementation. The majority of studies on WLB and work productivity tend to focus on business hotels in urban centers or established tourism destinations with mature infrastructure, such as those conducted at Mercure Hotels in Padang and Jakarta (Lestari, 2024; Zulfa & Adrian, 2024). This condition stands in stark contrast to the challenges faced by resort hotels in remote tourism destinations, such as the Tanjung Bira Tourism Area in Bulukumba Regency, South Sulawesi. Hotels in remote locations face a double challenge not

experienced by their urban counterparts: limited access to professional talent pools, geographic isolation, and extreme seasonality-driven fluctuations in occupancy rates. Consequently, the application of conventional human resource management strategies without specific adaptation risks failure in remote regions.

Theoretically, the concept of WLB is often dissected using the five-strategy framework introduced by [Sandholtz et al. \(2002\)](#), which encompasses Alternating, Outsourcing, Bundling, Techflexing, and Simplifying. However, the application of these strategies incites academic debate that requires further clarification, particularly regarding the use of technology, or Techflexing. Some literature warns that integrating communication technology into work can trigger “technostress” and blur the boundaries between work and rest, which is counterproductive to employee well-being ([Molino et al., 2020](#); [Ismail & Sekarsari, 2022](#)). Conversely, emerging perspectives challenge the rigid dichotomy between “work” and “life” by offering the concept of life alignment or Life-Life Harmony. In this view, work is perceived as an integral part of life itself rather than an opposing entity ([Darmawijaya et al., 2024](#)). This theoretical tension—between the potential for technological stress and the opportunities for life integration—serves as a critical foundation to be tested within the context of a remote resort.

This study aims to bridge the aforementioned gap in the literature by offering a novel perspective on the adaptation mechanisms of WLB strategies in resource-constrained environments. The originality of this research lies in its investigation of the anomalous role of technology and resort facilities at Same Resort Bira Beach. Contrary to the general assumption that positions technology as a source of work intrusion, this study proposes that, in remote locations, technology and tourism facilities can serve as effective instruments of connectivity and reward systems. This research does not merely view WLB as a linearly affecting variable, but explores how these strategies are transformed into a survival mechanism to overcome labor scarcity and geographic challenges.

In light of the background and research gaps outlined above, the primary objective of this study is to analyze in depth how the management of Same Resort Bira Beach adapts the five WLB strategic approaches to address operational challenges in a remote tourism destination. Specifically, this research aims to elucidate why the use of technology (Techflexing) and the utilization of resort facilities (Bundling) can contribute positively to job satisfaction without triggering role conflict. Furthermore, this study aims to evaluate the extent to which these strategies impact employee productivity amidst existing structural barriers.

The scholarly contribution of this research is expected to enrich the fields of tourism science and human resource management, particularly in expanding the validity of [Sandholtz et al. \(2002\)](#) theory into the context of remote hospitality. The findings are also expected to have practical implications for hotel managers and

stakeholders in developing tourism destinations, underscoring the importance of designing adaptive WLB strategies tailored to local characteristics. Moreover, this research highlights the importance of leveraging destination assets as elements of non-financial compensation to enhance employee retention and productivity during the current economic recovery.

METHOD

This research employs a qualitative design utilizing a descriptive approach, aimed at providing a comprehensive and in-depth overview of the phenomenon of Work-Life Balance (WLB) strategy adaptation within the work environments of remote tourism destinations. This approach was selected to allow exploration of participants' meanings, perceptions, and subjective experiences in their natural context, without intervention or variable manipulation (Creswell, 2013). Specifically, a single case study is applied to Same Resort Bira Beach in Bulukumba Regency, South Sulawesi. The selection of this site is predicated on its unique characteristics as a resort situated in a remote area with limited accessibility and extreme fluctuations in tourist visitation. These conditions present distinctive human resource management challenges compared to established urban hotels. The primary focus of this case study is to gain a profound understanding of how the five WLB strategies articulated by Sandholtz et al. (2002) are adapted and implemented within a resource-constrained yet rich in natural potential work ecosystem.

The primary data source for this study consists of information obtained directly from key informants who possess a thorough understanding and direct experience regarding the application of WLB strategies at the research locus. Data collection was conducted through semi-structured in-depth interviews. This method enabled the flexible extraction of information while remaining aligned with the research problem formulation. Informants were selected using purposive sampling with strict inclusion criteria to ensure a balanced (360-degree) representation of perspectives. The cohort of informants comprises policy-making management representatives—specifically the HR Manager (Wisna) and the Marketing Team (Lilis/Haris)—as well as field policy executors, namely operational staff from the Front Office (Nila), Housekeeping (Zalwi), and Food & Beverage (Salsa) departments. In addition to interviews, participatory observation was conducted to directly monitor work interactions, the use of communication technology in team coordination, and employees' use of resort facilities, thereby validating interview data against daily operational realities.

Data analysis was conducted systematically using thematic analysis techniques, commencing with the transcription of interview data and field notes (Miles et al., 2014). Raw data were subsequently reduced through a coding process to identify thematic patterns relevant to the five dimensions of Sandholtz et al. (2002) WLB strategies and the phenomenon of resort-life integration. This analytical process extends beyond

mere description, proceeding into critical interpretation that synthesizes empirical findings with existing theories, such as the Conservation of Resources theory and the concept of life integration. Data validity was secured through source triangulation by cross-referencing statements between management and operational staff to minimize subjective bias, as well as theoretical triangulation to enrich the analytical perspective. The results are presented in a logical, argumentative, and descriptive narrative to address the research problems of strategy adaptation, technological anomalies, and their impact on work productivity.

RESULTS AND DISCUSSION

A. Adaptation of Operational Strategies in Addressing Resource Constraints in Remote Regions

The hospitality industry in remote tourism destinations, such as Tanjung Bira, faces unique and complex operational challenges, particularly around human resource access and extreme seasonality. Unlike urban hotels, which benefit from easy access to vast talent pools and established infrastructure, resorts in remote locations must contend with geographic isolation that restricts labor and logistical mobility. The sharp fluctuations in occupancy rates between peak and low seasons necessitate high operational flexibility from management to remain efficient yet responsive to demand surges (Griffin, 1982). In the context of post-pandemic recovery—where the tourism industry is striving to rebound yet faces market uncertainty—adaptive human resource management strategies are key to business sustainability (Rahman et al., 2022). Same Resort Bira Beach responds to these challenges by adapting Work-Life Balance (WLB) strategies, specifically through Alternating and Outsourcing approaches, which are tailored to local realities and existing resource constraints.

One prominent form of strategic adaptation is the implementation of an Alternating, or shift, schedule designed to be systematic and transparent. Theoretically, Alternating aims to provide variety in tasks and rest periods to prevent work boredom and saturation (Sandholtz et al., 2002). However, at Same Resort, this strategy has evolved into a crucial shift rotation mechanism to maintain employee stamina and psychological well-being amidst limited staffing. Wisna, the HR Manager, explains:

"The strategy we employ involves... periodic shift scheduling, providing fair and transparent shift schedules... and conducting routine shift rotations so that employees are not trapped in a single type of shift continuously."

This transparency and fairness in shift distribution provide employees with a sense of certainty and control over their time. According to Fisher (2001), this is a fundamental element in achieving energy balance and preventing role conflict. With planned rotation, heavy physical and mental workloads associated with

specific shifts can be distributed evenly among the team. This prevents fatigue accumulation, which can trigger burnout and long-term productivity decline.

Beyond Alternating, Same Resort management also applies Outsourcing strategies tactically and contextually. In urban environments, outsourcing is often associated with cost efficiency through the reduction of permanent employees. However, at Same Resort, outsourcing functions as a survival strategy to manage sudden demand surges during holiday seasons. Wisna (HRD) reveals:

“In certain conditions/peak seasons, or even when there are major events at Same Resort Bira Beach, we delegate and also hire part-time workers, so our employees are clearly assisted.”

This statement confirms that the use of external additional labor is not intended to replace the roles of core employees, but rather serves as a buffer against workload spikes. This aligns with [Puspawati et al. \(2024\)](#), who state that outsourcing can provide a source of competitive advantage by enabling companies to focus on their core competencies. In the case of Same Resort, delegating basic operational tasks to support staff allows core staff to remain focused on guest services requiring expertise and personal attention (high-touch service). Consequently, they are not burdened by excessive workloads that could degrade service quality.

The application of outsourcing at Same Resort also offers a new perspective on criticisms regarding labor flexibility. [Fleetwood \(2007\)](#) frequently critiques flexibility practices as being “employer-friendly” and tending to exploit workers through job insecurity. However, field findings indicate that at Same Resort, the use of casual workers from the local community actually creates a symbiotic relationship. For the company, this provides the labor flexibility needed to adjust operational capacity to demand fluctuations without high fixed costs. For core employees, the presence of support staff protects their right to adequate rest and prevents overwork. For the local community, it opens seasonal employment opportunities. This model demonstrates that in remote areas, flexibility can be managed as an instrument of mutual welfare protection, rather than merely a unilateral efficiency tool.

Certainly, implementing this strategy is not without challenges, particularly regarding the qualifications and readiness of local labor. Dependence on casual workers, who may possess varying skill levels, demands an effective system of supervision and guidance. Therefore, the Outsourcing strategy at Same Resort is integrated with intensive communication patterns and field mentoring by senior staff. The synergy between experienced core staff and temporary support staff creates a collaborative work environment where knowledge transfer occurs directly during operations. This reinforces [Greenhaus and Allen \(2011\)](#) argument that social support in the workplace is a vital component in creating an environment

conducive to work-life balance. Thus, the adaptation of WLB strategies at Same Resort focuses not only on structural aspects such as schedules and workforce numbers but also on relational aspects and team capability development.

Collectively, the adoption of Alternating and Outsourcing strategies at Same Resort Bira Beach demonstrates that the concept of Work-Life Balance can and must be contextualized to operational environmental challenges. In remote tourism destinations, WLB is not merely about rigidly dividing time between work and home. Rather, it is about the dynamic management of energy and resources to ensure operational sustainability and human well-being. Through a transparent, fair, and collaborative approach, the management of Same Resort has successfully transformed location limitations and market fluctuations into a resilient operational model. These findings have important implications for hotel management in similar locations, suggesting that well-managed flexibility can be the key to maintaining productivity and employee retention amid complex geographic and industrial challenges.

B. Techflexing Anomalies and Resort-Life Integration as Retention Mechanisms

One of the most significant and counterintuitive findings of this study is the positive employee response regarding the use of communication technology. This phenomenon contradicts the prevailing discourse in modern management literature. Previous studies, such as those by [Molino et al. \(2020\)](#) and [Ismail and Sekarsari \(2022\)](#), frequently associate intensive digital technology use in employment with “technostress.” This condition is characterized by psychological pressure resulting from an inability to adapt to technological complexity or a sense of constant “digital surveillance” that blurs the boundaries between work and personal time. However, the reality at Same Resort Bira Beach reveals an interesting anomaly: technology is perceived as a facilitator rather than a stressor.

Haris, from the Marketing division, states *“the use of diverse tools facilitates employees in reaching consumers and makes work far more practical.”* Wisna, the HR Manager, adds:

“The use of technology (Techflexing) supports work flexibility, such as remote work... providing ease through technologies like Google Meet... allowing for real-time access.”

These statements indicate that in a geographically isolated resort environment, technology functions as a vital connectivity bridge, providing a sense of security and ease of coordination. Given the substantial physical distance from urban centers and operational dynamics spread across a vast resort area, face-to-face communication is not always efficient. In this context, instant messaging applications and digital collaboration platforms become empowering tools, enabling employees to resolve operational issues without necessitating their

physical presence on-site at all times. This creates genuine temporal and spatial flexibility. Employees feel they possess greater autonomy over their work—a key factor in enhancing job satisfaction and innovative behavior (Wijayati & Pusparini, 2024).

This anomaly can be further elucidated through the flexibility paradigm proposed by Bal and Izak (2021). They highlight the tension between “flexibility for the organization” (profit-oriented) and “flexibility for the employee” (well-being-oriented). At the same resort, Techflexing appears to successfully reconcile these two poles. For the organization, technology ensures rapid service responsiveness. For the employee, technology liberates them from the shackles of rigid physical presence. It enables them to manage domestic or personal responsibilities more effectively without compromising professional performance. The absence of technostress here suggests that the organizational culture at Same Resort has successfully established healthy digital communication norms, where technology is utilized as an enabler rather than an instrument of oppressive control.

Beyond Techflexing, the Bundling strategy at Same Resort is uniquely implemented by leveraging resort assets as incentives. Lilis (Marketing) notes “we provide awards for best employees or incentives for those achieving specific targets... such as vacation vouchers or cash.” Nila (Front Office) also acknowledges:

“My work aligns hand-in-hand with my personal life... I truly enjoy this job. I have also participated in employee development programs... which further hone my abilities and skills.”

This phenomenon transcends the traditional Work-Life Balance concept, which often dichotomizes “work” as a burden and “life” as leisure. At the same resort, these boundaries are strategically blurred. Their workplace—a scenic beach resort—simultaneously serves as a venue for leisure and recreation.

This practice aligns with the perspective of Darmawijaya et al. (2024), who reject the rigid dichotomy between “work” and “life” and offer the concept of Life-Life Harmony. By granting employees access to resort facilities (such as accommodation, swimming, or dining at the hotel restaurant) as a form of reward, management not only provides high-value non-financial compensation but also fosters deep psychological integration. Employees do not feel alienated from the product they sell; conversely, they become consumers and connoisseurs of the services they provide. This cultivates a strong sense of belonging and pride, which are the foundations of high organizational commitment (Akter et al., 2019).

Furthermore, this Resort-Life Integration functions as an effective retention mechanism amidst the challenge of talent scarcity in remote regions. In marketing theory, Venkatesh and Mahajan (2009) explain that bundling can enhance consumers’ perceptions of total value. The same logic applies to HR management at Same Resort. A compensation package combining salary with a resort lifestyle

experience creates a unique Employee Value Proposition (EVP) that is difficult for employers in non-tourism sectors to replicate. For the local community or workforce from outside the region, working at Same Resort is not merely about earning a living, but also about accessing an aspirational lifestyle.

Critically, the success of this model demonstrates that in remote tourism destinations, employee retention strategies need not always rely on substantial financial incentives, which may burden the operational cost structure. Utilizing idle assets (such as empty rooms during the low season) to support employee well-being is a shrewd strategy that optimizes internal resources. It proves that Work-Life Balance is achieved not by separating employees from their workplace, but by integrating them into the ecosystem of comfort the workplace itself provides. This strategy transforms the workplace from a mere “service factory” into an enjoyable “second home”—a crucial psychological achievement for maintaining morale and productivity in an industry that demands service excellence.

C. Implications for Productivity and the Dynamics of Structural Barriers

The effectiveness of the Work-Life Balance (WLB) strategy application at Same Resort Bira Beach is reflected not only in employee well-being but also in its tangible impact on operational productivity. A key contributing factor to this performance improvement is the implementation of the Simplifying strategy, or the streamlining of work processes. Management has designed concise, clear workflows and Standard Operating Procedures (SOPs) to minimize role ambiguity, a frequent source of stress in dynamic work environments. Salsa, from the Food & Beverage division, articulates this positive impact:

“Discipline and timekeeping are actually up to us... I make small notes so I do not forget and stay in control. Taking a moment can be a breath of fresh air for the next task.”

This statement suggests that internal bureaucratic simplification affords employees greater space for self-regulation, which, in turn, enhances focus and work efficiency. Furthermore, Haris (Marketing) adds:

“Teams are divided into several sections based on skill sets and distributed evenly among employees, ensuring no workload accumulation on a single person.”

This ensures a proportional distribution of workload by competence, directly mitigating the risk of mental exhaustion. These findings align with studies by [Wenno \(2018\)](#) at PT PLN and [Zulfa and Adrian \(2024\)](#) at Mercure Hotel Padang, which concluded that appropriate WLB interventions correlate positively and significantly with increased job satisfaction and productivity.

In a broader regional context, the success of WLB strategies at Same Resort is further validated by [Islahuddin and Badollahi \(2022\)](#) findings on hotel

employee performance in South Sulawesi during the pandemic. Their study asserts that structured management interventions, such as educational management strategies and HR development, have a significant positive impact on employee performance amidst crises. This analogy is relevant to the Same Resort case. Just as educational management enhances technical competence, adaptive WLB strategies improve employees' psychological readiness and engagement. In South Sulawesi, characterized by a distinct work culture, a humanistic and supportive management approach has proven to be a primary catalyst in restoring and enhancing post-pandemic performance. Consequently, WLB practices at Same Resort can be viewed as part of a successful regional pattern in hospitality management that is responsive to employee well-being.

Nevertheless, a critical analysis of on-the-ground realities reveals that WLB implementation at Same Resort is not entirely free from obstacles. A gap exists between ideal policies and operational practices, triggered by short-term target pressures. Lilis, from the Marketing division, openly admits:

"Marketing often works under pressure to complete marketing projects within limited timeframes... lacking time to formulate long-term strategies."

Pressure to achieve occupancy targets, particularly during low seasons or revenue recovery efforts, often forces management and employees into "firefighting mode," where urgency overrides balance. It is exacerbated by the admissions of operational staff such as Zalwi and Nila, who note:

"In certain conditions, there are sometimes unplanned additions to working hours, which become a problem. However, so far, it is still manageable."

This admission indicates that working hour boundaries are frequently breached to meet guest demands or sudden operational needs. These internal barriers reflect the classic tension in human resource management between operational efficiency and worker well-being. Kossek and Pichler (2009) highlight that inequity in workload distribution or a perceived lack of organizational support can erode the benefits of existing WLB policies. At the same resort, although Alternating and Outsourcing strategies have been applied, incidents of unplanned overtime demonstrate that workforce planning systems remain vulnerable to demand volatility. Left unaddressed, the accumulation of this unexpected workload may trigger perceptions of injustice and lower morale, ultimately becoming counterproductive to the initial goal of productivity enhancement (Redianis et al., 2020).

Beyond internal challenges, Same Resort faces external barriers inherent to the tourism industry's characteristics. The uncertainty and volatility of the tourism market, heavily influenced by weather, economics, and travel trends, create

an unpredictable work environment (Naithani, 2010). In remote destinations like Bira, the impact of these fluctuations is felt more acutely due to the lack of alternative economic opportunities for the local workforce. It creates a dilemma for employees. While they desire work-life balance, high economic dependence on resort employment often compels them to “voluntarily” accept excessive workloads for financial security. This dynamic suggests that WLB in vulnerable economic contexts is not merely a matter of corporate policy but is also intertwined with the region’s macroeconomic structure.

Another challenge warranting scrutiny is the gender aspect, as the hospitality industry employs many women who often bear a “double burden” across the domestic and public spheres. Although this study does not delve deeply into gender data, the existing literature warns that female employees in areas that uphold traditional values still face greater social pressure to balance household duties and professional work (Lakshmi & Prasanth, 2018; Rahmayati, 2021). At the same resort, while Techflexing strategies assist, it must be ensured that such flexibility does not inadvertently exacerbate the double burden by bringing work into the domestic space without clear boundaries.

Overall, the evaluation of the WLB strategy impacts at Same Resort presents a complex yet optimistic picture. Productivity and job satisfaction have evidently improved due to the adaptive strategies implemented; however, the sustainability of these achievements remains vulnerable to structural disruptions. The current WLB model is highly successful in an adaptive sense—capable of rapid response to conditions—but requires stronger institutionalization. It implies that mechanisms for rest time protection and workload management must be embedded within the organizational system and culture, rather than relying solely on incidental managerial initiatives or supervisory benevolence.

Moving forward, strengthening WLB strategies at Same Resort should focus on mitigating “unplanned time” barriers through more predictive operational planning and the use of data technology for visitation forecasting. Furthermore, engaging influencers or external promotional resources can help flatten the distribution of tourist visits (Sirayasa et al., 2024). This could alleviate extreme pressure during peak seasons and improve workload stability for marketing teams, addressing issues Lilis experienced. In the long term, formalizing remote working options for non-operational divisions could be considered a permanent solution to overcome locational constraints and attract top talent without necessitating physical relocation to remote sites (Felstead et al., 2002).

CONCLUSIONS AND SUGGESTIONS

The implementation of Work-Life Balance (WLB) strategies at Same Resort Bira Beach is more than a mere adoption of global management trends; it represents a vital strategic adaptation mechanism for operational sustainability in remote tourism destinations. This study concludes that the five adopted WLB approaches—Alternating, Outsourcing, Bundling, Techflexing, and Simplifying—have successfully addressed the challenges of employee burnout vulnerability and turnover, which are critical issues in remote locations. Specifically, the use of communication technology (Techflexing) in an isolated environment was found not to trigger technostress but rather to serve as a bridge of connectivity, providing employees with a sense of security and ease of coordination. These findings refute common assumptions about the negative impact of workplace technology and affirm that geographical context plays a key role in employees' perceptions of digital tools. Furthermore, integrating resort facilities into the incentive system (Bundling) successfully harmonized work and personal life (Resort-Life Integration), significantly enhancing employee engagement and retention amid limited external entertainment options.

Concretely, the Alternating strategy, implemented through transparent and fair shift rotations, proved effective in maintaining employees' physical stamina, while the Outsourcing of local labor during peak seasons functioned optimally as an operational safety valve for workload management. Work process simplification (Simplifying) through clear Standard Operating Procedures (SOPs) also contributed directly to improved employee efficiency and focus, culminating in increased service productivity. Nevertheless, this success remains shadowed by structural barriers, including short-term target pressures that trigger unplanned overtime. This indicates that while adaptive strategies are operational and yielding positive performance impacts, the institutionalization of WLB policies requires reinforcement to reduce vulnerability to market demand volatility—an inherent characteristic of the tourism industry. Consequently, WLB at Same Resort is not merely about individual well-being but constitutes a core business survival strategy that is effective and integrated with operational realities.

Based on these findings, several strategic follow-up actions are recommended. Managerially, Same Resort's management is advised to institutionalize Resort-Life Integration practices into formal compensation packages—rather than treating them as incidental incentives—to strengthen employer branding in the eyes of potential talent. It is also necessary to develop data-driven forecasting systems to predict guest surges with greater accuracy, thereby allowing for earlier recruitment of outsourced labor to prevent sudden overtime that could erode work balance. For public policymakers and tourism agencies, these findings imply the need for stable digital infrastructure in remote tourism areas to sustain technology-based work ecosystems. Academically, future research is encouraged to test this WLB adaptation

model in other remote tourism destinations with different cultural characteristics. Subsequent studies are also advised to employ quantitative methods to assess the specific longitudinal association between technology use intensity and work stress levels, thereby enhancing the validity of these findings.

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