

The Impact of Work Flexibility and Perceived Organizational Support on Work-Life Balance among Millennial Employees in Indonesia

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ABSTRACT

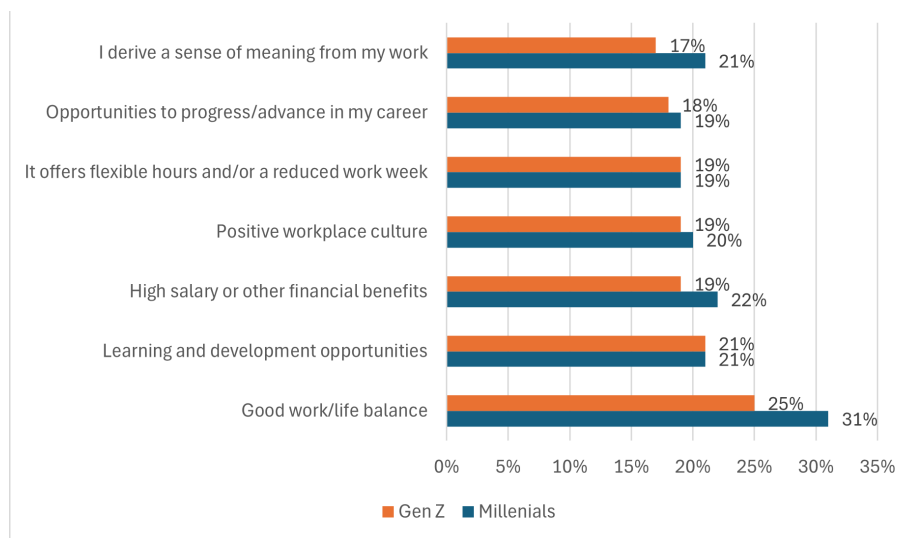
The purpose of this study is to analyze the effects of work flexibility and perceived organizational support on the work-life balance of millennial employees in Indonesia. This study utilized the quantitative method with data collected through online questionnaires distributed to 100 millennial respondents in Indonesia. Multiple linear regression was conducted using the SPSS Version 25 Application. The t-test results showed that the variables of work flexibility (sig. 0.000; t-count 5.642) and perceived organizational support (sig. 0.000; t-count 5.355) have a positive and significant partial effect on work-life balance. The F-test proved that there is a significant simultaneous effect (sig. 0.000; F-count 48.456). The R Square value of 0.494 indicates that 49.4% of the indicators in work-life balance can be explained by these two independent variables, while the remaining 50.6% is influenced by other factors outside the model. It was found that: (1) work flexibility has a positive and significant effect on the work-life balance of millennial employees in Indonesia; (2) perception of organizational support has a positive and significant effect on the work-life balance of millennial employees in Indonesia; and (3) work flexibility and perception of organizational support have a positive and significant effect on the work-life balance of millennial employees in Indonesia by 49.4%. Therefore, It is recommended that companies improve communication with employees and pay more attention to and care about employee opinions.

Keyword: flexibility, organizational support, work-life balance

1. Introduction

Employees can be one of the important resources for a company. They possess creativity, talent, and energy that are highly needed by the company to achieve its goals. There is an imbalance situation found between role demands, allocated time, and the resource capacity available for all work demands. This imbalance can lead to the risk of not performing tasks and jobs optimally [1]. Work-life balance is one of the main factors considered by job seekers when looking for new jobs. Job seekers do not want all their time to be consumed by activities in front of the computer, but they also want opportunities to enjoy life outside of work [2]. Time flexibility/leave becomes one of the focuses of job seekers from several generations in Indonesia [3].

Fig 1. Millennials' Reasons of Choosing Their Organizations

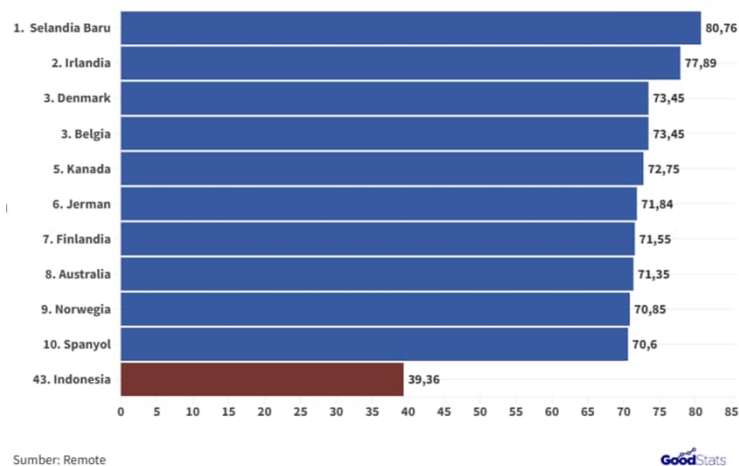


Source: Deloitte (2024)

In a survey conducted by Deloitte titled “The Deloitte Global 2024 Gen Z and Millennial Survey,” it shows that 25% of Gen Z and 31% of Millennials choose work-life balance as the most important factor for making employees stay content in their jobs. For Gen Z and Millennials, work is not the only way to self-actualize. Therefore, the main factor considered in choosing a workplace is the balance between work and personal life [4].

Triyanto et al., in their research, show that work flexibility has a positive effect on work-life balance [5]. Moreover, in their research, Sumilat et al. states that there is an influence between perceptions of organizational support on work-life balance [6]. In conclusion, researchers intend to combine these two independent variables to deepen the research on work-life balance.

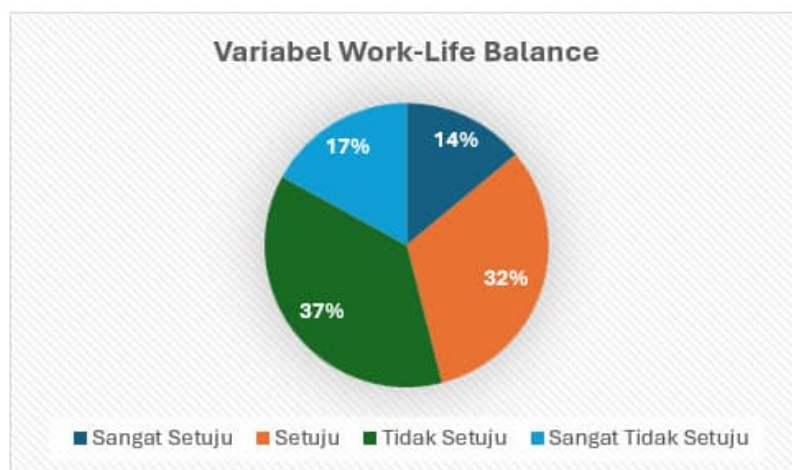
Fig 2. Countries with the highest work-life balance index



Source: GoodStats (2024)

In 2024, Remote published a list of countries with the highest work-life balance index in the world. The result is that Indonesia ranks 43rd with an index score of 39.36 points. In a survey conducted by Deloitte (2024), 25% of Generation Z and 31% of millennials chose work-life balance as the main reason for choosing the company where they work. Employees' personal life and work are two interconnected things [7]. The thin difference between the two sometimes makes it difficult for individuals, so work-life balance becomes a complex issue that needs to be addressed [8].

Fig 3. Variable Work-Life Balance



Source: Primary Data (2025)

Referring to the pre-research results, it was found that among 56 millennial generation respondents residing in Indonesia, 37% of respondents disagree and 17% strongly disagree that they have work-life balance. This finding indicates that millennial generation employees who are working have not yet achieved alignment between their work life and personal life. This data aligns with Indonesia's work-life balance index, which ranks 43rd with an index of 39.36 according to data from Indonesia.id.

Greenhaus states that work-life balance is the level of interconnection and satisfaction a person experiences when carrying out varying contributions in family and work. Work-life balance is an effort made by an individual to align two or more contributions in their life [9]. Work flexibility is an official policy set by the company that includes choices of work location and time that can be arranged and adjusted flexibly [10]. Perceived organizational support is interpreted as the organizational support felt by employees, which can impact employees' interpretation of the company. Positive employee perceptions of the company can foster positive emotional bonds that enhance their performance [11]. The millennial generation is the generation born between 1981-1996; they are quick to decide to move to another company if there are higher offers and opportunities [12]. Based on the elaboration, the purpose of this research is to determine the influence of work flexibility and perceived organizational support on work-life balance among millennial generation employees in Indonesia, both partially and simultaneously.

2. Method

This research employed a quantitative research method, by collecting data using research instruments, followed by data analysis to examine the hypothesis. The research was conducted by distributing Google Form questionnaires to Millennial generation employees working in private or non-private companies in Indonesia. Data were collected from February to October 2025.

The sampling technique used nonprobability sampling, where not all members of the population have an equal chance of being selected as samples. The determination of the sample size was calculated using the Slovin formula due to the very large population (>10,000), resulting in 100 samples.

The research was conducted using a 1-4 Likert scale. The scale gradient was narrowed to prevent central tendency bias, which often occurs in odd-numbered Likert scales. Validity and reliability tests that have been conducted show valid and reliable results. Then, descriptive analysis techniques with multiple linear regression using SPSS Version 25 software was used. Descriptive

analysis is the practice of evaluating data by summarizing the information collected from the research sample exactly as it is, without the intention of drawing conclusions based on what has generally occurred or generalizing to the population [13].

3. Results and Discussion

The descriptive analysis results show that the majority of respondents are females (52%) and the rest are males (48%). The age range of millennial generation respondents aged 29–34 years is 68%, the 35–39 years range is 21%, and the 40–44 years range is 11%. The types of jobs of millennial respondents are divided into private employees 63%, government employees 19%, freelancers 17%, and traders 1%. Respondents are spread across various regions in Indonesia, including DKI Jakarta Province 19%, Central Java Province 12%, DI Yogyakarta Province 10%, East Java 9%, West Java 7%, and the rest from other provinces.

3.1. Results

3.1.1. Analysis Tests

Table 1. The Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters	Mean	0,0000000
	Std. Deviation	2,92406889
Most Extreme Differences	Absolute	0,067
	Positive	0,041
	Negative	-0,067
Test Statistic		0,067
Asymp. Sig		0,200

Source: Primary Data (2025)

The Kolmogorov-Smirnov normality test yields an asymp. Sig value of 0.200, which is greater than 0.05 ($0.200 > 0.05$), so it can be concluded that the data is normally distributed.

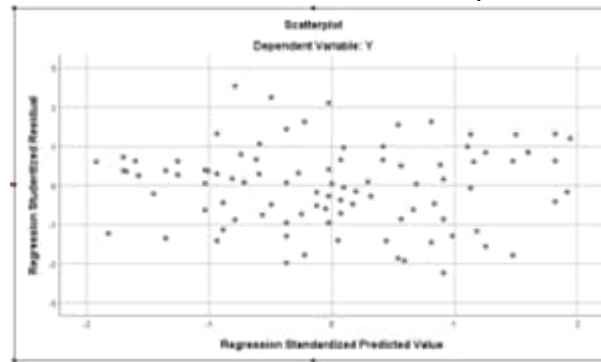
Table 2. The multicollinearity test

Variable	Collinearity Statistic	
	Tolerance	VIF
Work Flexibility	0.850	1.177
Perceived Organizational Support	0.850	1.177

Source: Primary Data (2025)

The multicollinearity test obtains Tolerance values for each variable, namely Work Flexibility (X1) and Perceived Organizational Support (X2), of 0.850, meaning greater than 0.10 ($0.850 > 0.10$), and VIF results for each variable, namely Work Flexibility (X1) and Perceived Organizational Support (X2), of 1.177, meaning less than 10 ($1.177 < 10$). The results indicate no multicollinearity as they meet the tolerance and VIF criteria.

Table 3. The heteroscedasticity test



Source: Primary Data (2025)

The heteroscedasticity test also shows no systematic pattern, with points scattered above and below the 0 line on the Y-axis, so it can be concluded that there is no heteroscedasticity.

3.1.2. Hypothesis Tests

Table 4. Multiple Linear Regression Analysis

Variabel		Unstandardized B	t	Sig
1	<i>Constant</i>	7,398	5,167	0,000
	X1	0,456	5,642	0,000
	X2	0,633	5,355	0,000

Source: Primary Data (2025)

$$Y = 7.398 + 0.456X1 + 0.633X2 + e$$

The above regression equation leads to several conclusions:

- The constant value (a) is 7.398, meaning that when the independent variables—work flexibility and perceived organizational support—are assumed to be 0, then work-life balance is 7.398.
- The work flexibility variable (X1) has a regression coefficient value of 0.456 (positive). This indicates a positive relationship, where if the work flexibility variable (X1) increases by 0.456, the work-life balance variable (Y) also increases by 0.456.
- The perceived organizational support variable (X2) has a regression coefficient value of 0.633 (positive). This indicates a positive relationship, where if the perceived organizational support variable (X2) increases by 0.633, the work-life balance variable (Y) increases by 0.633.

Table 5. The t-test

Variabel		Unstandardized B	t	Sig
1	<i>Constant</i>	7,398	5,167	0,000
	X1	0,456	5,642	0,000
	X2	0,633	5,355	0,000

Source: Primary Data (2025)

The t-test shows that variable X1 has a significance value of 0.000 ($0.000 < 0.05$), with a calculated t greater than the t-table, namely 5.642 ($5.642 > 1.98472$). Then, variable X2 has a significance value of 0.000 ($0.000 < 0.05$) and a calculated t greater than the t-table, namely 5.355 ($5.355 > 1.98472$).

Table 6. The F-test

	Sum of Squares	df	Mean Square	F	Sig
Regression	846,515	2	423,257	48,456	0,000
Residual	847,275	97	8,735		
Total	1693,790	99			

Source: Primary Data (2025)

The F-test shows that the independent variables have a significance value of 0.000 ($0.000 < 0.05$) and a calculated F greater than the F-table, namely 48.456 ($48.456 > 3.09$).

3.1.3. Coefficient of Determination (R Square)

Table 7. The R Square test

Model	R	R Square	Adjusted R Square	Std. Error
1	0,710	0,504	0,494	2,954

Source: Primary Data (2025)

The R Square test shows an adjusted coefficient of determination (R Square) value of 0.494, or 49.4%.

3.2. Discussion

The Influence of Work Flexibility on Work-Life Balance

The t-test results for the first independent variable yield a significance value of 0.000 ($0.000 < 0.05$), with a t value greater than the t-table, namely 5.642 ($5.642 > 1.98472$). In simple regression analysis, it has a coefficient of 0.623. It means that the work-life balance variable increases by 0.623 if the work flexibility variable (X1) increases by 0.623. Based on this statement, it can be concluded that the work flexibility variable (X1) has a significant positive effect on work-life balance (Y).

This study aligns with the study conducted by Nurlaeni & Winarno (2023), which explains that work flexibility partially has a significant and positive effect on employees' work-life balance. Improving work-life balance is the goal of flexible work [14]. Work flexibility involves providing flexible working hours to employees so that they can work shorter hours. Because of working shorter hours, employees have more free time that can be used to foster creativity and develop businesses.

The Influence of Perceived Organizational Support on Work-Life Balance

The t-test for the second independent variable shows a significance value of 0.000 ($0.000 < 0.05$), with a t value greater than the t-table, namely 5.355 ($5.355 > 1.98472$). In simple regression analysis, it has a coefficient of 0.892. The work-life balance variable increases by 0.892 if the perceived organizational support variable increases by 0.892. Based on this statement, it can be concluded that the perceived organizational support variable (X2) has a significant positive effect on work-life balance (Y).

Studies conducted by Putri et al. (2021) explain how employees' work-life balance is influenced by perceived organizational support, which aligns with this research. This phenomenon confirms a reciprocal relationship, where the commitment and dedication generally given by employees are balanced by their perception of the organization's commitment to its employees [15].

The Influence of Work Flexibility and Perceived Organizational Support on Work-Life Balance

The F-test yields a significance value of 0.000 ($0.000 < 0.05$) and a calculated F greater than the F-table, namely 48.456 ($48.456 > 3.09$). In multiple regression analysis, the work flexibility variable (X1) has a coefficient of 0.456, and the perceived organizational support variable has a coefficient

of 0.633. Based on this statement, it can be concluded that the work flexibility (X1) and perceived organizational support (X2) variables have a significant positive effect on work-life balance (Y) among millennial generation employees in Indonesia. The obtained R Square is 49.4%, meaning that work-life balance is influenced by work flexibility and perceived organizational support by 49%. The remaining (100% - 49.4% = 50.6%) is influenced by other variables outside this research.

Family characteristics play a role in influencing the balance between work life and personal life, especially in determining whether there is a conflict between work tasks and personal life aspects. In addition, individual personality characteristics can shape how a person carries out their activities, both in the family environment and in the work environment [16].

4. Conclusions

Referring to the results described above, the following conclusions can be drawn:

- 4.1. Work flexibility has a positive and significant effect on work-life balance among millennial generation employees in Indonesia.
- 4.2. Perceived organizational support has a positive and significant effect on work-life balance among millennial generation employees in Indonesia.
- 4.3. Work flexibility and perceived organizational support have a positive and significant effect on work-life balance among millennial generation employees in Indonesia.

The researcher has several suggestions that are expected to improve work-life balance among millennial generation employees in Indonesia, including:

- 4.4. For companies, it is recommended to: improve communication with employees so that employees feel safe when voicing complaints without fear of being undervalued; provide flexibility in employees' work so that they can work anytime while still meeting the work goals given by superiors; and pay more attention and care to the opinions expressed by employees, considering them if the opinions aim for the company's benefit and progress, so that those opinions can be utilized.
- 4.5. For future researchers, it is recommended to develop the data collection process, for example, by distributing questionnaires while also conducting interviews with respondents or using other sampling methods. In addition, more specific demographic parameters can be used, including work hours duration, type of business, marital status, salary or wages, and work culture.

Conflict of interest

The authors declare no conflict of interest. Authors declare any personal circumstances or interest that may be perceived as inappropriately influencing the representation or interpretation of reported research results.

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