



Research Paper

The Influence of Perceived Organizational Support on Work-Life Balance of Millennial Employees

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ABSTRACT: This study aims to determine the impact of perceived organizational support and work-life balance among millennial employee. This research used the quantitative method. This study involved 305 millennial employees. The measuring instruments used in this research are the perceived organizational support scale and work-life balance scale. Data in this research were analyzed using simple linear regression analysis methods. The result show that perceived organizational support have a positive and significant effect on the work-life balance among millennial employees. This means that higher the perceived organizational support, than higher the work-life balance among millennial employee.

KEYWORDS: perceived organizational support, work-life balance, millennial employees.

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I. INTRODUCTION

Industrial development is currently entering the fourth stage of the industrial revolution which is marked by advances in technology such as the Internet of Things and Services in every line of business processes owned by each industry. The development of increasingly advanced technology provides many conveniences and increases competition between industries (Vaidya, Ambad, & Bhosle, 2018). Intense industrial competition makes industries or organizations make efforts to advance human resources as the main driving force in achieving organizational goals. Organizational goals can be achieved if employees work hard, demonstrate dedication to the organization, and are open to career development. Human resource management is important to provide opportunities and support for Indonesia to become a developed country by taking advantage of the demographic bonus that occurs from 2020 to 2030 (Budiati, Susianto, Adi, Ayuni, Reagan, Larasaty, Setiyawati, Pratiwi & Saputri, 2018).

Indonesia's demographic bonus is estimated to be completed in 2030 (Budiati et al., 2018). Then, according to the Central Statistics Agency (BPS) of the total population of Indonesia, which is 270.2 million people, the millennial generation contributed 69.90 million people (BPS, 2020). In general, the millennial generation also makes up the majority of the workforce in the company (Buzza, 2017). Millennials are the generation born between 1980 and 1995 (Levenson, 2010).

The majority of millennial workers who enter the demographic bonus work in several sectors in Indonesia. The agricultural and plantation sectors are the leading sectors in the absorption of the existing workforce. This is supported by data from the Central Statistics Agency (2020) which explains that as many as 29.76% of the workforce work in the agricultural sector, followed by the trade sector 19.23%, and the manufacturing industry sector 13.61% (BPS, 2020).

Millennials who enter the demographic bonus have several challenges in the world of work, including difficulties in dealing with stress and work fatigue (Smith, 2018). In addition, there is a stereotype against the millennial generation which states that the millennial generation is a workforce that is less loyal to the company

and wants too much reciprocity at work (Buzza, 2017). This stereotype is supported by a survey conducted by Deloitte in 2019 which states that millennials who are already working if they have a choice will choose to quit their current job within two years (Deloitte, 2020).

Things that cause millennials to choose to change jobs quickly include lack of satisfaction in the workplace (Daming & Xiaoyun, 2010) and salaries that are not as desired (Kruse, 1980). The disloyal millennial generation is caused by several things such as problems between employees, organizational culture that is not in accordance with the employee, and the lack of balance between work and life or work-life balance (Larasati & Aryanto, 2020).

Millennials want a work-life balance more than Generation X and Baby Boomers (Sonier, 2012). Millennials are also more interested in work-life balance than just money-oriented (Buzza, 2017). Millennials who want a work-life balance will try to balance play and work (Ott, Blacksmith, & Royal, 2008). Family, friends, and lifestyle are also a priority for the millennial generation (Safer, 2008).

Work-life balance is not only a western cultural phenomenon but has penetrated into eastern culture. This is due to globalization which has an impact on organizations around the world (Lewis, Gambles, & Rapoport, 2007). Work-life balance is the extent of individual involvement and satisfaction between work roles and roles in personal life (Poulose & Sudarsan, 2014). If only one role is fulfilled and satisfied, there will be conflict between roles (Higgins, Duxbury, & Lyons, 2001). Conflict between work and family will have an impact on organizational commitment, performance of work task completion, and job satisfaction (Rice & Frone, 1992). From the employee's point of view, work-life balance is the responsibility to manage obligations between work roles and personal life roles. According to the organization's view, work-life balance is a task to create rules and culture that can support employees in fulfilling their responsibilities in work and personal life (Mariati, 2013).

When a balance between work and personal life is difficult to achieve, it will have an impact on the personal lives of the employees themselves and also the organization (Delecta, 2011). In addition, companies that are able to implement work-life balance practices have responsibility and control over the work lives and personal lives of their employees. The impact obtained by the company if it is able to realize the work-life balance of its employees is in the form of employees being more productive at work, focusing on completing work assignments, loyalty, and commitment to the company (Matthew, Harding, Ghezelayagh, Fu, & Gkiza, 2015).

Employees who can maintain a balance between personal life and work life will tend to have good psychological well-being (Kim, 2014; Wang & Walumbwa, 2007). Employees who can balance the demands of roles in their personal and work lives will feel satisfied with their work (Maslichah & Hidayat, 2017). Then, employees who have a high work-life balance will have a high commitment to the organization that makes the employee loyal (Wendy Jean Casper, Harris, Taylor-Bianco, & Wayne, 2011). Furthermore, research conducted by Muleke, Makaya & Wagoki (2013) states that work-life balance has a significant correlation with employee performance in the organization.

Work-life balance arises from various factors originating from individual, social, organizational, gender, and income (Poulose & Sudarsan, 2014). Another factor that can affect work-life balance from an organizational perspective is the support provided by the organization (Rhoades & Eisenberger, 2002). Perception of organizational support or what is also known as perceived organizational support is the perception that employees have about the role of the organization in giving attention and concern for the welfare of employees (Rhoades & Eisenberger, 2002). The role of organizational support for employees is an important part of meeting social emotional needs so that workers are able to carry out their duties optimally (Armeli, Eisenberger, Fasolo, & Lynch, 1998). So employees will not have significant difficulties in balancing their roles in personal life and roles at work (Thakur & Kumar, 2015).

Furthermore, organizational support is perceived by employees as the embodiment of the organization in meeting the needs of employees to regulate their work life and personal life (Shaffer, Harrison, Gilley, & Luk, 2001). One form of support that organizations provide to their employees to balance their roles in work and personal life is by providing flexible working hours (Khan & Fazili, 2016). In addition, with good support from the organization, individuals are able to overcome psychological problems such as work stress (Thakur & Kumar, 2015). The hypothesis of this study is that there is a positive effect of perceived organizational support on the work-life balance of millennial employees.

II. MATERIAL AND METHODS

This research were using quantitative method to test the hypothesis. The study was conducted on millennial employees who work at government owned companies. The data were collected from the offices via online form. The participants were assured of the confidentiality of their information. Only participants who were willing to participate in this study were taken. The number of participants was 305 millennial employees.

Scales Used

Perceived Organizational Support: This scale consists of 11 items that reveal the perceived support from organization towards employee. This scale based on three components from Rhoades and Eisenberger (2002) namely justice, support from supervisors, also rewards and work conditions.

Work-Life Balance: This scale consists of 14 items that reveal the level of work-life balance among millennial employee. This scale based on three dimensions from Fisher (2001) namely work interference with personal life, personal life interference with work, and work personal life enhancement.

STATISTICAL ANALYSIS

This study used quantitative method using simple linear regression analysis to see the effect of perceived organizational support on work-life balance millennial employees. The Statistical Packages for Social Sciences (SPSS, 21.0) was used in this research.

Table 1: The effect of perceived organizational support on work-life balance millennial employee

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	3362.076	1	3362.076	292.721	.000 ^a
Residual	3480.134	303	11.486		
Total	6842.210	304			

Tabel 1 shows that F count = 11.872 with significance value of $p = 0.000$ ($p < 0.05$). so it can be concluded that perceived organizational support have a positive and significant effect towards work-life balance millennial employees. Therefore this research hypothesis is accepted. Which means that perceived organizational support has positive and significant effect on work-life balance millennial employee. On table 2 shows that perceived organizational support has 49.1% contributing effect on work-life balance millennial employees and 50.1% is explained by other factors.

Table 2: R Square Test

Variable	R - Square	Std. error
Perceived Organizational Support → Work-life balance	.491	3.389

III. DISCUSSION

The hypothesis in this study states that there is an effect of perceived organizational support and the work-life balance of millennial employees. This shows that the higher the influence of perceived organizational support, the higher the work-life balance of millennial employees. the contribution of perceived organizational support to work-life balance is 49.1%. While there are 50.1% which can be explained by other factors outside of this study.

In addition, the results show that perceived organizational support has a positive and significant effect on work-life balance. So the more positive the perceived organizational support, the higher the level of millennial employees' perception of work-life balance. This is in line with research from (Fitria & Linda, 2019; Thakur & Kumar, 2015). This is because employees have a general belief in the organization that they will continue to be supported by the organization where they work (Shore & Tetrick, 1991). The support provided by the organization will further shape the perception of organizational support by employees, where employees perceive that the organization provides attention, rewards, cares, pays attention to welfare, and supports social-emotional needs (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

In the aspect of organizational support, employees have confidence that the organization will help employees when they are sick, meet family needs, policies set flexible working hours (Dixon & Sagas, 2007; Khan & Fazili, 2016). When employees get friendly policies in terms of supporting them in completing

activities outside of work, employees will be able to reduce stress levels in their personal lives. This has an impact on employees to be able to fulfill their roles in work or personal life (Thakur & Kumar, 2015).

In order for employees to be able to fulfill roles in work and personal life, the provision of support related to efforts to balance roles at work and personal life by superiors is considered important for employees (Kopp, 2013). Supervisors who pay attention and pay attention to the welfare of their employees are an indicator of perceived organizational support (Kumarasamy, Pangil, & Faizal Mohd Isa, 2015; McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). Bosses are also the main key for employees in balancing their roles in work and personal life (Grzywacz & Carlson, 2007). Associated with aspects of rewards and working conditions, a heavy workload will make employees' stress levels increase so that it is difficult to balance their roles in work and personal life (Fagan, Lyonette, Smith, & Saldaña-tejeda, 2011). In addition, to be able to support employees in fulfilling their roles in work and family, the wage system must also be optimal (Lazăr, Osoian, & Rațiu, 2010).

IV. CONCLUSION

for the company is to provide policies and programs that support employees to improve work-life balance, such as providing employee workloads that are in accordance with the capacities and abilities of employees, facilitating employee needs, and facilitating employees in overcoming problems related to work-life balance. The practical contribution of this research for employees is that it can provide an overview for employees to be able to have good time management so that they can use their time more effectively at work and in their personal lives.

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