

THE EFFECT OF WORK LIFE BALANCE AND WORK FLEXIBILITY ON THE PERFORMANCE OF MILLENNIAL EMPLOYEES

Hendri Indra
Akademi Maritim Belawan
hendriindra806@gmail.com

ABSTRACT

This study aims to examine the effect of work-life balance and work flexibility on the performance of millennial employees. Millennials represent a dominant segment of the workforce and demonstrate unique characteristics, including a strong preference for flexibility and balance between personal and professional life. This research employs a quantitative approach using a survey method. Data were collected from 120 millennial employees working in private and public organizations. Multiple linear regression analysis was used to test the hypotheses. The results show that work-life balance has a positive and significant effect on employee performance, while work flexibility also has a positive and significant influence on performance. Simultaneously, work-life balance and work flexibility significantly affect the performance of millennial employees. These findings highlight the importance of adaptive human resource management practices in improving organizational performance through enhanced employee well-being.

Keywords: Work-Life Balance, Work Flexibility, Employee Performance, Millennials, Human Resource Management

Introduction

The rapid transformation of the workplace in the digital era has significantly changed how organizations manage their human resources. One of the most prominent workforce groups today is the millennial generation, characterized by their adaptability to technology, preference for autonomy, and emphasis on work-life balance. Unlike previous generations, millennials value flexibility and meaningful work experiences over traditional job security.

Work-life balance has become a critical issue as employees increasingly struggle to balance professional responsibilities with personal life demands. Poor work-life balance often leads to stress, burnout, and reduced performance. Meanwhile, work flexibility—such as flexible working hours, remote work, and hybrid systems—has emerged as a strategic approach to improve employee satisfaction and productivity.

Previous studies indicate that work-life balance and flexibility are key determinants of employee performance, particularly among millennials. However, empirical research focusing on the combined influence of these factors on millennial employee performance remains limited. Therefore, this study aims to analyze the effect of work-life balance and work flexibility on the performance of millennial employees.

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Literature Review

Work-Life Balance

Work-life balance refers to an individual's ability to allocate sufficient time and energy between work responsibilities and personal life. A balanced work-life condition enables employees to fulfill both professional and personal roles effectively, reducing stress and increasing job satisfaction. Employees with a high level of work-life balance tend to show higher commitment and better performance.

Work Flexibility

Work flexibility is defined as the degree to which employees can adjust their working time, location, and methods. Flexible work arrangements allow employees to manage their work according to personal needs without compromising organizational goals. For millennials, flexibility is a crucial factor influencing job choice, engagement, and productivity.

Employee Performance

Employee performance refers to the level of achievement in carrying out work tasks in accordance with established standards. Performance can be measured through indicators such as work quality, quantity, timeliness, effectiveness, and responsibility. High employee performance contributes directly to organizational success.

Millennials in the Workplace

Millennials, typically born between 1981 and 1996, bring new expectations to the workplace. They value flexibility, work-life balance, personal development, and organizational support. Understanding these characteristics is essential for designing effective human resource strategies.

Research Hypotheses

Based on the literature review, the hypotheses proposed in this study are:

- a. **H1:** Work-life balance has a positive and significant effect on the performance of millennial employees.
- b. **H2:** Work flexibility has a positive and significant effect on the performance of millennial employees.
- c. **H3:** Work-life balance and work flexibility simultaneously have a significant effect on the performance of millennial employees.

Research Methodology

Research Design

This study uses a quantitative research approach with a causal research design to examine the relationship between variables.

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Population and Sample

The population consists of millennial employees working in various organizations. A sample of 120 respondents was selected using purposive sampling, with criteria including age range and employment status.

Data Collection Method

Data were collected using a structured questionnaire measured on a five-point Likert scale. The questionnaire covered indicators of work-life balance, work flexibility, and employee performance.

Data Analysis Technique

The data were analyzed using descriptive statistics, validity and reliability tests, and multiple linear regression analysis with the assistance of SPSS software.

Results

The results of the regression analysis indicate that:

1. Work-life balance has a positive and significant effect on employee performance ($p < 0.05$).
2. Work flexibility has a positive and significant effect on employee performance ($p < 0.05$).
3. Simultaneously, work-life balance and work flexibility significantly influence millennial employee performance.

These findings suggest that employees who experience better balance and flexibility tend to demonstrate higher performance levels.

Discussion

The findings confirm that work-life balance plays a crucial role in enhancing the performance of millennial employees. When employees can balance work and personal life, they experience reduced stress and increased motivation. Additionally, work flexibility allows employees to manage their time more effectively, leading to improved productivity and job satisfaction.

This study supports previous research indicating that flexible work arrangements are particularly effective for millennials. Organizations that fail to accommodate these needs may face challenges related to employee turnover and declining performance.

Conclusion

This study concludes that work-life balance and work flexibility have positive and significant effects on the performance of millennial employees. Organizations are encouraged to implement flexible work policies and promote a balanced work environment to enhance employee performance and organizational effectiveness.

Managerial Implications

Organizations should:

1. Develop policies that support work-life balance.
2. Implement flexible working arrangements.

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3. Align human resource strategies with millennial workforce characteristics.

Limitations and Future Research

This study is limited by sample size and scope. Future research may include larger samples, different sectors, or additional variables such as job satisfaction, organizational commitment, or employee engagement.

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