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

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Abstract: The demographic bonus currently occurring in Indonesia is filled by the millennial generation. This millennial generation also makes up the majority of workers in companies today. The majority of millennials who currently fill the industrial world have several challenges in meeting their work demands. Some of these challenges include difficulties in fulfilling their roles in work and personal life. Therefore, this research aims to determine the influence of perceived organizational support and emotional intelligence on the work-life balance of millennial employees. The method used in this research is a quantitative method. The subjects in this research were 305 millennial employees. The measuring instruments used in this research are the perceived organizational support scale, emotional intelligence scale, and work-life balance scale. Data analysis was carried out using multiple regression statistical methods. The results of this research show that there is a positive and significant influence of perceived organizational support on the work-life balance of millennial employees, then there is a positive and significant influence between emotional intelligence and work-life balance of millennial employees, and there is a positive influence between perceived organizational support and emotional intelligence towards work-life balance of millennial employees with an effective contribution of 75.3%. It is hoped that the results of this research can be a reference for companies to retain employees and take advantage of employees' emotional intelligence abilities in balancing their roles in work and personal life, which can ultimately achieve work-life balance.

Keyword: Perceived Organizational Support, Emotional Intelligence, Work-Life Balance, Millennial Employees

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 in every industry. Increasingly advanced technological developments provide many conveniences and increase competition between industries

(Vaidya, Ambad, & Bhosle, 2018). Intense industrial competition forces industries or organizations to make efforts to advance human resources as the main driving force in achieving organizational goals. The majority of millennial workers who are included in the demographic bonus work in several sectors in Indonesia. The agricultural and plantation sectors are the leading sectors in absorbing the existing workforce. This is supported by data from the Central Statistics Agency (2020) which explains that 29.76% of the workforce works in the agricultural sector, followed by the trade sector at 19.23%, and the processing industry sector at 13.61% (BPS, 2020). As seen in the following diagram:

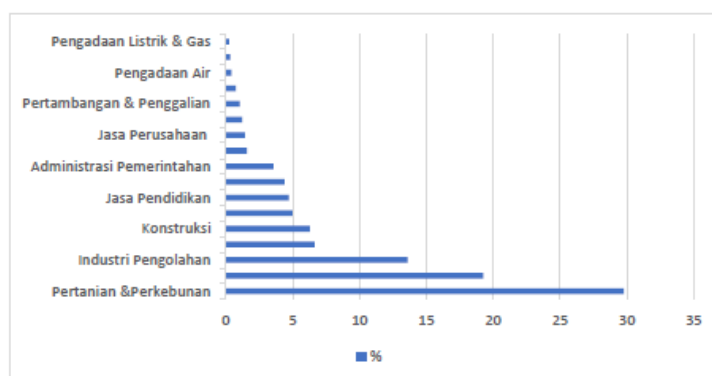


Figure 1. Distribution of Labor by Sector

The millennial generation which is included in the demographic bonus has several challenges in the world of work, including difficulties in dealing with stress and work fatigue (Smith, 2018). Apart from that, a stereotype has emerged regarding the millennial generation which states that the millennial generation is a workforce that is less loyal to the company and wants too much reciprocal relationships in the workplace (Buzza, 2017). This stereotype is supported by a survey conducted by Deloitte in 2019 which stated that millennials who were already working, if they had the choice, would choose to quit their current job within two years (Deloitte, 2020).

The disloyal millennial generation is caused by several things, such as problems between employees, organizational culture that is not suitable for these employees, and a lack of work-life balance (Larasati&Aryanto, 2020). Millennials want work-life balance more than generation X and Baby Boomers (Sonier, 2012). The millennial generation is also more interested in work-life balance rather than just being money-oriented (Buzza, 2017). Millennials who want work-life balance will try to balance play and work (Ott, Blacksmith, & Royal, 2008). Family, friends and lifestyle are also priorities for the millennial generation.

Work-life balance is the extent of individual involvement and satisfaction between work roles and roles in personal life (Poulose & Sudarsan, 2014). From an employee's perspective, work-life balance is the responsibility to manage obligations between work roles and personal life roles. According to the organizational 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). Employees who can balance the demands of their roles in personal life and work will feel satisfied with their work (Maslichah&Hidayat, 2017). 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 influence work-life balance from an organizational perspective is the support provided by the organization (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).

Another factor that can influence the creation of employee work-life balance is emotional intelligence (Poulose & Sudarsan, 2014). Emotional intelligence can have a significant impact on personal life, the workplace and other aspects of employee life (Poulose & Sudarsan, 2014). Apart from that, by having good emotional intelligence, individuals are able to understand their emotional needs and are able to achieve the goals they have set (Ghorbanshiroudi, Khalatbari, Salehi, Bahari, & Keikhayfarzaneh, 2011; Taksic & Mohoric, 2006). Good emotional intelligence was also found to be important for employees to achieve work-life balance (Sree & Jyothi, 2012). Therefore, with good emotional intelligence, employees will be able to achieve work-life balance.

Based on the explanation above, researchers want to see the influence of perceived organizational support and emotional intelligence on the work-life balance of millennial employees. This research will also provide an overview of the level of work-life balance of millennial employees, perceived organizational support felt by millennial employees, and the emotional intelligence possessed by millennial employees.

METHOD

The research used a quantitative approach. The population of the research is employees of the head office of PT. Perkebunan Nusantara IV Medan City. In this study, the sample was determined using a purposive sampling method, namely a sampling technique by determining certain criteria, namely, 1) Employees with a minimum work period of one year. 2) Registered as an employee of PT. Perkebunan Nusantara IV in Medan. 3) Employees aged 21-41 years. The data collection method for this research used a Likert scale. This scale consists of four alternative answers, namely: Never (TP), Sometimes (KK), Often (S), Always (SL).

The dependent variable in this research is Work-life balance (Y) which is measured using the dimensions Work Interference With Personal Life (WIPL), Personal Life Interference Work (PLIW), and Work-personal life enhancement (WPLE). Then the independent variables in this research are Perceived Organizational Support (X1), and Emotional Intelligence (X2). Perceived Organizational Support in this study was measured using the dimensions of Justice, Support from superiors, and Rewards and working conditions. Then the emotional intelligence variable is measured using the dimensions of self-awareness, self-regulation, self-motivation, empathy, and building relationships. The analysis method in this research uses statistical analysis, namely multiple regression analysis techniques. Before testing the hypothesis, assumptions are tested using the normality test method, linearity test, multicollinearity test and heteroscedasticity test.

RESULTS AND DISCUSSION

Normality Assumption Test

The normality assumption test is carried out using the skewness and kurtosis statistical method. Data can be said to be normally distributed if the ratio of skewness and kurtosis values is between -2 to +2. It is known that the skewness value of the work-life balance variable is 1.30 and the kurtosis value is -1.21, in the variable perceived organizational support the skewness value is -1.72 and the kurtosis value is -1.49, and in the emotional intelligence variable the skewness value is -.86 and the kurtosis value is .74. It can be concluded that only the perceived organizational support variable has a skewness and kurtosis ratio in the range of -2 to +2, so it can be considered normally distributed. Meanwhile, the work-life balance and emotional intelligence variables do not seem to meet these criteria and therefore can be considered not normally distributed.

Linearity Assumption Test

The results of the linearity test on the variables perceived organizational support and work-life balance obtained a significance value of .00 ($p < .05$) (Santoso, 2019). So it can be concluded that the variable perceived organizational support has a linear relationship with the work-life balance variable. Furthermore, the results of the linearity test on the emotional intelligence and work-life balance variables obtained a significance value of .00 ($p < .05$). So it can be concluded that the emotional intelligence variable.

Multicollinearity Assumption Test

The variance inflation factor (VIF) value is the squared standard deviation. Multicollinearity occurs if the tolerance value is $> .10$ and the Variance Inflation Factor (VIF) < 10 then multicollinearity does not occur. The research results show that the tolerance value of the perceived organizational support variable is 0.36 and the VIF value is 2.78. Then the tolerance value for the emotional intelligence variable is 0.36 and the VIF value is 2.78. It can be concluded that all independent variables have a tolerance value $> .10$ and a VIF value < 10 . So it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedacity Assumption Test

Heteroscedacity testing was carried out by paying attention to the distribution of data in the scatter plot. The results of the heteroscedacity test can be seen in the following plot.

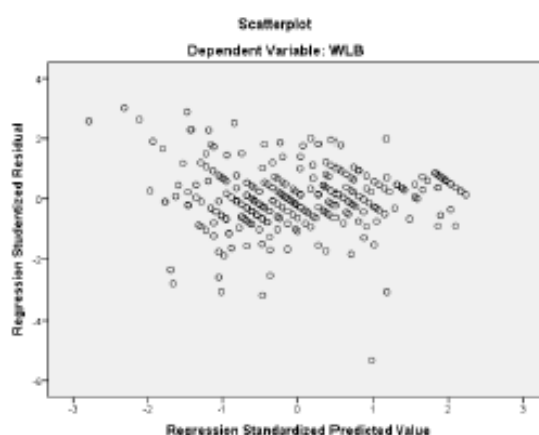


Figure 3. Heteroscedasticity Test Results

In the plot above, it can be seen that the points are spread randomly or do not form a particular pattern, and it can be seen that the points are spread above and below the number 0 on the Y axis. Based on these results it can be concluded that heteroscedasticity does not occur in the regression model this research.

Research Hypothesis Testing

This research aims to determine the influence of perceived organizational support and emotional intelligence on the work-life balance of millennial employees. To see this influence, multiple regression analysis was carried out using the enter method with the following results:

Table 1. Multiple Regression Test Results Using the Enter Method

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	1.801	1.194	1.507		0.133
POS (X1)	0.70	0.05	0.59	12.515	0.00
KE (X2)	0.27	0.04	0.31	6.55	0.00

Based on the table above, the multiple regression equation can be formulated as follows:

$$Y(WLB) = 1.801 + .707 (X1) + .279 (X2)$$

Based on the table above, the calculated t value of perceived organizational support and work-life balance is 12,515 with a significance of .00 (p<.05), so it can be concluded that perceived organizational support influences work-life balance positively and significantly. Furthermore, the calculated t value for emotional intelligence and work-life balance is 6.55 with a significance of .00 (p<.05). So it can be concluded that emotional intelligence influences work-life balance positively and significantly.

To determine the effect of perceived organizational support and emotional intelligence together on work-life balance, an F test was carried out with the following results:

Table 2 F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5150.162	2	2575.081	459.606	.00 _b
	Residual	1692.048	302	5.603		
	Total	6842.210	304			

Based on the table above, the value of F = 459.606 with a significance of .00 (p<.05) which means that perceived organizational support and emotional intelligence together influence work-life balance. Thus, the third hypothesis in this study is accepted. The magnitude of the influence of perceived organizational support and emotional intelligence together on work-life balance can be seen in the following table:

Table 3. Results of the R Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.86a	0.75	0.75	2.367

Based on the table above, it is known that the R Square value is .75, this shows that the influence of perceived organizational support and emotional intelligence together on work-life balance is 75.3% while the remaining 24.7% is explained by other factors outside the research model This. After seeing the magnitude of the influence of the independent variable on the dependent variable. Next, the independent variables that most influence the work-life balance variable will be described and can be seen in the table below:

Table 4. Stepwise Analysis Results

Variabel	B	Std Error	Sig	R	R square	R Square Change
(Constant)	6.488	1.020	0.000			
POS	1.003	0.036	0.000	0.847	0.718	0.718
(Constant)	1.801	1.194	0.133			
POS	0.707	0.056	0.000			
KE	0.279	0.043	0.000	0.868	0.753	0.035

Discussion

The results of testing the first hypothesis show that perceived organizational support has a positive and significant effect on work-life balance. These results show that the more

positive perceived organizational support, the higher the level of millennial employees' perception of work-life balance. This is in line with research from (Linda & Fitria, 2016; Thakur & Kumar, 2015). This is because employees have general trust 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 then shape the perception of organizational support by employees, where employees perceive that the organization provides attention, rewards, provides care, pays attention to welfare, and supports social-emotional needs (Eisenberger et al., 1986).

The results of testing the second hypothesis show that emotional intelligence has a positive effect on work-life balance. This is in line with research conducted by (Ramanithilagam & Ramanigopal, 2012). When high emotional intelligence has been formed, employees are not only able to understand other people's emotions but also have the ability to control themselves from the emotions they are feeling at certain moments (Lenaghan, Buda, & Eisner, 2007). This ability can be useful in balancing work and family roles. Like research conducted by Carmeli (2003) which states that employees with high emotional intelligence will be more capable and more careful in dealing with work-family conflict. This happens because employees with high emotional intelligence are not only able to recognize important responsibilities at work but also recognize important responsibilities in personal life (Carmeli, 2003).

The results of testing the third hypothesis show that there is an influence of perceived organizational support and emotional intelligence on the work-life balance of millennial employees. This shows that the higher the influence of perceived organizational support and emotional intelligence, the greater the work-life balance of millennial employees. The contribution of the variables perceived organizational support and emotional intelligence to work-life balance is 75.3%. Meanwhile, 24.7% can be explained by other factors outside of this research.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that Perceived organizational support has a positive and significant effect on work-life balance. The more positive the employee's perception of the support provided by the organization, the higher the work-life balance of millennial employees. Then the emotional intelligence variable shows a positive and significant effect on work-life balance. The more positive the employee's emotional intelligence, the higher the work-life balance of millennial employees. And finally, perceived organizational support and emotional intelligence together influence work-life balance. The amount of influence given was 75.3% while the remaining 24.7% was explained by other factors outside this research model.

The research results show that the majority of millennial employees have a fairly good level of balance between work and life. However, organizations need to continue to provide support so that millennial employees can improve this balance to the maximum. This support can take the form of adjusting workload according to individual characteristics and abilities, as well as providing facilities to help employees balance the demands of work and personal life, such as employee assistance programs and emotional management training. Apart from that, millennial employees also need to have the ability to manage time effectively as one of the keys to achieving balance between work and life. This involves the ability to stay focused and reduce distractions such as the use of social media or gadgets while working. Thus, employees can use their time more efficiently to complete work tasks and have enough time for personal life.

As for methodological suggestions for further research, it is recommended that research measuring tools be distributed with the help of a Google form but with direct supervision to

ensure serious and accurate filling. In addition, further research can expand the variables that influence work-life balance, such as organizational culture, social support, and family support, to gain a more comprehensive understanding of the factors that influence this phenomenon.

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