Research Article

The Influence of *Work-Life Balance* on the Work Motivation of Millennial Employees in Makassar City

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Abstract. This study aims to analyze the influence of work-life balance on the work motivation of millennial employees in Makassar City. Work-life balance is an important factor that can affect employee well-being and motivation, especially for the millennial generation who have different expectations in the world of work. The research method used is quantitative with an associative approach, involving 100 millennial employee respondents who work in various companies in Makassar City. Data were collected through questionnaires and analyzed using simple linear regression. The results show that work-life balance has a positive and significant influence on the work motivation of millennial employees. Employees who have a balance between work and their personal lives tend to be more motivated and productive. In addition, a supportive work environment and flexible work policies contribute to improving employee engagement and job satisfaction. Therefore, companies in Makassar City are advised to implement policies that support work-life balance to improve employee motivation and well-being, as well as to enhance organizational performance and sustainability in the long term.

Keywords: Employee Motivation; Makassar City; Millennial Employees; Quantitative Research; Work-Life Balance.

1. INTRODUCTION

Companies in the era digital technology sued For No only own strategy strong business, but also management Source Power Effective human beings to remain competitive in the middle change technology And preference market. Generation millennials, who were born between 1980–1995, now dominate world Work And bring characteristics new like utilization technology, trends Work in team, and need will *work-life balance.*

In Makassar City, as center growth economy in Indonesia east, generation millennials become group power Work dominant. However, they face challenge in reach balance between life Work And personal Because burden high work as well as expectation For always connected digitally. Imbalance This impact negative on welfare And motivation Work they, who are influential direct to productivity And loyalty to company.

Work-life balance (WLB) has proven play a role important in increase motivation work. According to Wijaya (2020), *Work Life Balance* influential real to motivation Work with mark influence of 0.188 and significance of 0.001. While that, Pratama & Setiadi (2021) find that *Work Life Balance* also has an impact positive to satisfaction Work employee millennials in the company Jakarta startup. Research Alianto & Anindita (2018) show that employees who feel own control on time And burden Work more motivated And committed tall to organization.

In a way theoretical, relationship between *Work Life Balance* And motivation Work explained through *Spill-over Theory* (Staines, 1980), which states that experience positive in one domain (work or life personal) can abundant And affect other domains in a way positive. This strengthened by opinion Edwards & Rothbard (2000) who emphasized that balance in role life increase motivation Work.

With background behind this is important done study about influence *work-life balance* to motivation Work employee millennials in Makassar City. The results expected can give recommendation practical for company in compile policy Source Power Adaptive

human to need generation millennials as well as increase Power competition And productivity organization in a way sustainable.

Based on the background and theories that have been made put forward previously, then the problem this researcher, as follows: Does *work-life balance* have an effect? on the motivation of millennial employees in Makassar City? The purpose This study is to analyze the influence of *work-life balance* on the motivation of millennial employees in Makassar City.

Study This expected give benefit for all party Which concerned, as following: Theoretical Benefits, Results This research can serve as a reference in the field of human resources science, particularly in the areas of *work-life balance* and employee motivation. Practical, Results This research can be used as information or evaluation material for company leaders who have or have not implemented *work-life balance* in their company.

2. LITERATURE REVIEW

Work Life Balance

Work-life balance is a form of harmony that occurs in an individual's life, where they can carry out work duties and responsibilities without sacrificing other aspects of their personal life (Herlambang, 2019). In line with Herlambang, *work-life balance* is also defined as a level of satisfaction related to various roles in a person's life (Muliawati, 2020). According to Mubarak (2021), *work-life balance,* from an employee's perspective, is the choice to manage work obligations and personal or family responsibilities. Meanwhile, from a company's perspective, *work-life balance* is a challenge to create a supportive culture in the company where employees can focus on their work at work. It can be concluded that *work-life balance* is the harmony achieved by individuals when they can manage work responsibilities without sacrificing other aspects of their personal life. This is related to the level of satisfaction in the various roles a person plays. From an employee's perspective, *work-life balance* involves the ability to balance work obligations with personal or family responsibilities. Meanwhile, from a company's perspective, *work-life balance* is a challenge in creating a supportive culture where employees can focus on their tasks while at work.

Motivation Work

Motivation is considered the energy or force that drives a person to behave with a specific goal (Nasution et al. 2019). According to Swasti and Ulfaturrosida (2022), work motivation is an aspect that drives an employee to take action and make a maximum contribution in their work by utilizing all their skills to achieve company goals. This is also expressed by Emron (2010) who states that work motivation is an internal drive within a person that directs their actions to achieve certain goals. It can be concluded that work motivation is a condition within an individual that drives their desire to carry out various activities to achieve desired goals.

Connection *Work Life Balance* to Motivation Work

The pressure to consistently perform at a high level often leaves millennial employees feeling exhausted, stressed, and even experiencing *burnout.* This condition not only impacts their mental and physical health but also affects their motivation and work productivity. When *work-life balance* is not achieved, employees tend to lose enthusiasm, feel underappreciated, and experience low job satisfaction. As a result, they may become less productive, less innovative, and even risk leaving their jobs prematurely (Syarifah & Hastriana, 2024).

Based on the results of previous research, it is known that *work-life balance (WLB)* has a significant influence on work motivation. Research by Wijaya (2020) shows that the better *the work Life The higher the balance* that employees have, the higher their work motivation will be, with an influence value of 0.188 and a significance value of 0.001. This is in line with the findings of *Pratama* & Setiadi (2021) who stated that *Work Life Balance* also influences the job satisfaction of millennial employees, proving that *a* balanced personal life does not diminish their responsibilities as workers. Theoretically, this influence is supported by *Spill-over Theory* (Staines, 1980), which explains that positive experiences in one aspect of life can influence other aspects. When employees have a balance between work and personal life, this positive effect will increase their enthusiasm, motivation, and work productivity (Edwards & Rothbard, 2000). Therefore, research on the influence *of Work Life Balance on* the work motivation of millennial employees in

Makassar City is very relevant to support the management of human resources. Man which is more effective.

Theoretical Framework

Factors that influence motivation Work very diverse, starting from from condition work, relationships with superior And colleague work, until balance between life Work And life known person as *work live balance.* Theory underlying basis study This is *Spill Over Theory* that was put forward by Staines (1980) can used as *grand theory* in explain influence *work-life balance* to motivation work. Theory This explain How experience in something aspect life, such as work, can abundant aspects life others, such as life personal, good in a way positive and negative (Edwards & Rothbard, 2000) in (Aras, et al 2023). Be aware the So the theoretical framework used to describe the empirical situation between *Work life balance* as an independent variable (X) and the work motivation of millennial employees (Y) can be described as follows:

Work Life Balance (X)	→	Motivasi Kerja (Y)

Figure 1
Framework Study.

Development Hypothesis

Work life balance is increasing become priority for generation millennials, which is very value welfare personal, mental health and flexibility work. They look for environment that is not only offer compensation financial but also supports balance between responsibility work And need personal.

Maslow's Hierarchy of Needs Theory (1943) adds that fulfilling physiological, safety, social, self-esteem, and self-actualization needs through a good work-life balance also increases work motivation. This is in line with research conducted by Wijaya (2020) that companies that can maintain their employees' work motivation better, through a balance of *work-life balance* and workload, in the sense of balancing work-life and personal life with employees and not giving them too heavy a burden, it is suspected that employees will be more motivated at work and this will have a positive impact on the company's progress and performance in the future. As explained in Therefore, the hypothesis in this study is that *Work Life Balance* has a significant and positive influence on the work motivation of millennial employees in Makassar City.

3. RESEARCH METHODS

Types of research

The type of research used is type of quantitative research with study associative. Research quantitative Which put forward Amruddin, et al. (2022) in his book states that quantitative research is research that uses data that can be measured And assessed in a way numeric, so that can tested in a way statistics Forobtain objective and reliable results. The focus of this research is For express how much big influence *work-life balance* to motivation Work.

Associative research (Sujarweni 2022) associative research aims to analyze the relationship between two or more variables. In study This analyze " Influence *Work-life balance* on the work motivation of millennial employees in Makassar City ".

Population and Sample

Population is the subject Which be at a region And fulfil certain conditions related to the problem or object of research. Population study This is an unlimited population consisting of millennial employees who work in various companies or organizations in the city of Makassar.

A sample is a part of a population that has certain characteristics or conditions. certain Which will researched. Retrieval sample use method technique *convenience sampling.* According to Sugiyono (2019), *convenience sampling* is a sampling method that involves freely selecting samples at the researcher's discretion. This means that sampling is based on specific considerations or criteria formulated in advance by the researcher. The sample criteria for this study were millennial employees residing in Makassar City and working in

various companies or organizations in the city. The study involved 100 respondents. based on Lameshow formula calculation.

Data source

According to Ahyar et al. (2020), data sources are the subjects or locations from which research data is obtained. This study used primary data obtained through questionnaires distributed to respondents.

Primary data was obtained directly from millennial employees through a questionnaire designed to measure their experiences with work-life balance and its impact on work motivation. The questionnaire was distributed online using *Google Forms.*

Method of collecting data

The data collection method is a crucial step in gathering the data needed for a study. In this study, the data collection method used was a questionnaire. According to Widiasworo (2019), a questionnaire is a research instrument in the form of a list of questions or statements that must be answered or completed by respondents according to the instructions. This study focused on millennial employees in Makassar City, so questionnaires were distributed to them to collect data related to the influence of *work-life balance* on work motivation. The measurement scale used in this study was a Likert scale, which allows researchers to measure respondents' level of agreement or disagreement with various statements related to *work-life balance* and work motivation.

Data Analysis Techniques

Some data analysis techniques used in this study are: descriptive analysis; test instrument research (test validity And test reliability); basic assumption test (normality and linearity test); simple linear regression analysis; coefficient of determination; and hypothesis test (t-test) and each of these will be explained in the research results and subsequent discussions.

4. RESULTS AND DISCUSSION

Test Instrument Study

The instrument testing in this study is divided into two stages, namely validity and reliability testing, with each test result being explained as follows: following :

Table 1. Validity Test Results.

Variables	Statement Item Code	*Corrected Item-Total Correlations* (r)	r > 0.30	Information
Work-Life Balance (X)	P1	0.854	0.30	Valid
	P2	0.672	0.30	Valid
	P3	0.603	0.30	Valid
	P4	0.699	0.30	Valid
	P5	0.849	0.30	Valid
	P6	0.746	0.30	Valid
	P7	0.599	0.30	Valid
	P8	0.532	0.30	Valid
	P9	0.798	0.30	Valid
Work motivation (Y)	P10	0.720	0.30	Valid
	P11	0.805	0.30	Valid
	P12	0.810	0.30	Valid
	P13	0.717	0.30	Valid
	P14	0.703	0.30	Valid
	P15	0.399	0.30	Valid
	P16	0.805	0.30	Valid
	P17	0.810	0.30	Valid

Sample (n) = 100 Respondents

Source: Data Processed by SPSS, 2024

Table 1 above shows that the *corrected item-total correlations* (r) for all statement items used were > 0.30. The validity test results indicate that all items in both variables (*Work-*

Life Balance and Work Motivation) meet the validity criteria. Therefore, all items can be used in research to obtain accurate data that aligns with the research objectives.

Table 2. Reliability Test Results.

Variables	Number of Items	*Cronbach's Alpha* (α)	*Cronbach's Alpha* (α) > 0.60	Conclusion
Work Life Balance (X)	7	0.839	0.60	Reliable
Work Motivation (Y)	10	0.889	0.60	Reliable
Sample (n) = 100 Respondents				

Source: Data Processed by SPSS, 2024

Based on the table, both variables, *Work-Life Balance* (X) and Work Motivation (Y), are declared reliable because their respective *Cronbach Alpha values* are above the reliability standard of 0.60. The instruments used in this study have a good level of consistency, so the data generated from both variables can be relied upon for further analysis.

Analysis Descriptive

In this study, descriptive analysis was used to analyze the data obtained through questionnaires with the aim of describing and describing the extent of the responses of 100 respondents to variable X (*Work-life balance)* and variable Y (Work Motivation of Millennial Employees in Makassar City).

Table 3 Respondent Identity.

Gender	Number of Respondents	%
Woman	**38**	**38%**
Man	62	62%
Total	100	100%

Source: Survey results, 2024

Based on Table 3, the data description regarding gender shows that of the 100 respondents, 62% were male and 38% were female. This indicates that the number of male respondents is more dominant than female.

Table 4 Characteristics of the birth year of the millennial generation.

Year of Birth	Number of Respondents	%
1980	6	6.0%
1981	3	3.0%
1982	2	2.0%
1983	-	-
1984	9	9.0
1985	7	7.0
1986	6	6.0
1987	-	-
1988	-	-
1989	3	3.0%
1990		5.0%
1991	5	5.0%
1992	12	12.0%
1993	11	11.0%
1994	14	14.0%
1995	17	17.0%
Total	**100**	**100%**

Source: Survey results, 2024

Based on Table 4, it states that the total of 100 respondents, the majority came from the year of birth 1995 with a percentage of 17%, followed by births in 1994 and 1992 which reached 14% and 12%, respectively. Respondents born in 1993 contributed 11%, while other years, such as 1980, 1986, and 1984, contributed with a percentage of between

6% and 9%. In contrast, no respondents were found from the years of birth 1983, 1987, and 1988. This data shows the dominance of the late millennial generation, so this is relevant in this study because this age group is often the focus of research related to *Work-Life Balance* and work motivation.

Table 5. Respondents' responses to variable (X).

Code	Statement	STS (1)	TS (2)	N (3)	S (4)	SS (5)	*Mean*	*Elementary School*
P1	I feel I can manage my time well between work activities and personal activities.	0	0	11	42	47	4.36	0.67
P2	I am able to maintain a good balance between involvement in work and activities outside of work.	0	1	9	58	32	4.21	0.64
P3	My work environment supports me in pursuing activities that I enjoy in my personal life.	0	0	20	36	44	4.24	0.76
P4	Activities outside of work provide support and motivation for me in carrying out my work.	0	1	11	48	40	4.27	0.69
P5	I feel that my work and personal life run in harmony and do not interfere with each other.	0	0	10	41	49	4.39	0.66
P6	I feel satisfied with the achievements I have made in my work.	0	2	17	43	38	3.55	0.77
P7	I feel satisfied with my personal life, which is supported by my family, friends and other close people.	2	2	14	41	45	3.63	0.70
Average							**4.38**	**0.70**
	n= 100 *Work Life Balance* (X)							

Source: Results of primary data processing SPSS, 2024

Based on Table 4.3, the average respondent response for the 7 statements was 4.38 with a standard deviation of 0.70. This means that the average respondent strongly agrees with the 7 statements.

Table 6. Respondents' responses to variable (X).

Code	Statement	STS (1)	TS (2)	N (3)	S (4)	SS (5)	*Mean*	*Elementary School*
P8	The income I receive is enough to meet my living needs and those of my family.	0	1	9	57	33	4.22	0.64
P9	The salary and benefits I receive are always paid on time.	0	0	10	41	49	4.39	0.66
P10	Security in the office environment has been well managed.	0	0	5	48	47	4.42	0.58
P11	I am registered as a BPJS Employment participant.	0	0	6	43	51	4.45	0.60
P12	I am able to communicate well and establish harmonious relationships with colleagues.	0	3	13	45	39	4.20	0.77
P13	I feel accepted and valued by the work environment as part of the team.	0	0	6	51	43	4.37	0.59
P14	I feel appreciated by my superiors and colleagues for my contributions.	2	2	7	50	39	4.22	0.82
P15	I received appreciation from the leadership for the achievements I have made.	0	2	4	60	34	4.26	0.63
P16	I am committed to continuously improving my abilities in completing the tasks given.	0	0	6	43	51	4.45	0.60
P17	I always try to complete tasks according to the established standards.	0	3	13	45	39	4.20	0.77
Average							**4.32**	**0.67**
	n= 100 Work Motivation (Y)							

Source: Primary Data Processed by SPSS, 2024

Based on Table 6, the average respondent response for the 10 statements was 4.32 with a standard deviation of 0.67. This means that the average respondent strongly agrees with the 10 statements.

Test Assumptions Base

Research needs to present basic assumption tests, such as normality and linearity, as these serve as the basis for further statistical analysis, such as simple linear regression

analysis. The results of the normality and linearity tests in this study are explained in the table below. This :

Table 7. Normality Test Results.

Asymptotic Significant (2-Tailed)	Asymptotic Significant (2-Tailed) > α (0.05)	Information
0.200	0.05	Normally Distributed

Source: Data Processed by SPSS, 2024

Table 7 shows that the *asymptotic significant value (2-tailed)* is 0.200 because 0.200 > 0.05, it can be concluded that the data used to determine the effect of *Work Life Balance* on the work motivation of millennial employees in Makassar City has a normal data distribution or the normality assumption in this study has been met.

Table 8. Linearity Test Results.

Significant Linearity	Significant Linearity < 0.05	Test Results
0,000	0.05	*Linear*

Source: Data Processed by SPSS, 2024

The results of the linearity test are in Table 8 above shows that the significant value (sig.) in the linearity test is 0.000 because 0.000 < 0.05, it can be concluded that the data used to test and analyze the influence of *Work life balance* on the work motivation of millennial employees in Makassar City has been built on the basis of a linear relationship because it has met the requirements of the linearity assumption test.

Analysis Simple Linear Regression

Analysis regression linear simple is type analysis regression in where the relationship between one independent variable (X) and one dependent variable (Y) discussed. Model Which used in analysis regression linear simple assumes that the relationship between the independent (X) and dependent (Y) variables is linear. The results of the simple linear regression analysis are :

Table 9. Simple Regression Analysis Results And Test Hypothesis.

Independent Variables	Unstandardized Coefficients
	B
Constant	11,618
Work life balance (X)	1,054
Dependent Variable: Work Motivation (Y)	

Source: Data Processed by SPSS, 2024

The results of the simple linear regression equation used to estimate the effect of *work-life balance* on the work motivation of millennial employees in Makassar City based on Table 9 above can be explained by the equation below:

$$Y= 11.618 + 1.054X$$

Based on the regression equation above, it can be explained that as following:

a = 11.61 8 means that if *the work life balance* is constant or equal to 0, the work motivation of millennial employees is 11.618 units.

b = 1.054, if *work life balance* increases one unit then work motivation Millennial employees increased by 1,054 units.

Coefficient Determination R ^{2}

The coefficient of determination (*coefficient of determination)* is marked with R ^{2}. This value is used to evaluate how much the independent variable contributes to the variation (increase or decrease) in the dependent variable, expressed as a percentage.

Table 10. Results of the Coefficient of Determination.

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.774 [a]	.599	.595	3.05419

Source: Data Processed by SPSS, 2024

Based on Table 10 ᵃᵇᵒᵛᵉ, the value of the coefficient of determination R2 is 0.599 or 59.5% of the ability of *work life balance* to influence go on the decline mark work motivation of millennial employees and the remainder of 100% - 59.5% = 40.5% is influenced by other factors that were not analyzed in this study.

Test Hypothesis

T test is used For test *work-life balance* to motivation Work employee millennials with level real (α = 5%).

Table 11. T-Test Results.

Sig	Criteria Mark Significant	Information
0,000	< 0.05	Influential

Source: Data Processed by SPSS, 2024

Based on Table 11 above, *the work-life balance significance value* is 0.000 < 0.05, indicating that *work-life balance* has a significant and positive effect on the work motivation of millennial employees in Makassar City. Therefore, the hypothesis is accepted.

Discussion

This study is based on Staines' (1980) theory, which explains how experiences in one aspect of life, such as work, can influence other aspects of life, such as personal life, both positively and negatively (Edwards & Rothbard, 2000 in Aras, et al., 3). This is relevant to the concept of *work-life balance,* which shows that when employees successfully maintain a balance between work and personal life, the positive effects of one life domain can have a positive impact on other domains, thereby increasing their work motivation. In this context, the results of the study indicate that *work-life balance* has a significant influence on the work motivation of millennial employees. This influence is reflected in the results of statistical tests that show a significance value of less than 0.05, which means that the balance between work and personal life significantly influences the work motivation of millennial employees in Makassar.

This finding aligns with Hendriana et al.'s (2023) findings, which state that millennials tend to evaluate jobs not only based on salary and title, but also on how well the job supports their personal well-being, flexibility, and quality of life outside of work. This suggests that a good work-life balance is crucial for maintaining employee motivation, which in turn improves their performance and satisfaction.

Maslow's (1943) Hierarchy of Needs theory is also relevant to the research, stating that fulfilling basic needs, such as physiological, safety, social, self-esteem, and self-actualization, which can be achieved through a balance between work and personal life, can increase work motivation. Wijaya's (2020) research also supports this finding, showing that companies that successfully maintain this balance and avoid excessive workloads are more effective in maintaining and increasing employee work motivation. For example, PT Mayora has successfully created a work environment that balances work and personal life, which has a positive impact on employee motivation and performance.

The results of the description of variables and items also support this result that Based on the data presented regarding respondents' responses to *Work Life Balance* (X) that the majority of respondents showed a high level of satisfaction with these two aspects. In *Work Life Balance,* most respondents felt they were able to manage their time between work and personal life well. This is reflected in the high average on several items, such as in Item 1 which shows that respondents felt very satisfied with their time management (*Mean* = 4.36). In addition, they also felt that work did not interfere with their personal life (*Item* 2, *Mean* = 4.21), and felt they had enough time to rest after work (*Item* 5, *Mean* = 4.39). However, there were some variations in respondents' views, especially related to *Item* 3, where some respondents felt it was difficult to complete work on time without sacrificing personal time (*Mean* = 4.24, Standard Deviation = 0.767). Overall, although there were some individual differences, the majority of respondents felt that they could balance work and personal life well.

Regarding Millennial Employee Work Motivation, the majority of respondents indicated a high level of motivation, driven by factors such as timely payment, adequate

social protection, and a sense of appreciation in the workplace. Most respondents felt that salaries and benefits were paid on time (*Item* 2, *Mean* = 4.39), and felt secure with the security management in the work environment (*Item* 3, *Mean* = 4.42). In addition, respondents also felt that the company provided adequate social protection through BPJS Ketenagakerjaan (*Item* 4, *Mean* = 4.45). Most respondents felt accepted and valued as part of a team (*Item* 6, *Mean* = 4.37), although there was some variation in their views regarding recognition for individual contributions (*Item* 7, *Mean* = 4.22, Standard Deviation = 0.824). Finally, the majority of respondents indicated a high commitment to self-development and improving their work skills (*Item* 9, *Mean* = 4.45), indicating a strong motivation to continue developing. Overall, the questionnaire results showed that the majority of respondents felt they had a good balance between work and personal life, as well as high work motivation.

This study concludes that work-life balance significantly influences millennial employees' work motivation. These findings suggest that companies that support this balance can improve employee motivation, satisfaction, and performance. Therefore, it is crucial for companies to address this balance to create a supportive work environment for employees and encourage continuous performance improvement.

5. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the research results, it can be concluded that work-life balance has a significant influence on the work motivation of millennial employees in Makassar City. The majority of respondents felt they had a good work-life balance, which positively impacted their job satisfaction and motivation. However, several aspects still need improvement, such as work flexibility and recognition for individual contributions.

Hypothesis analysis shows that work-life balance has a significant relationship with work motivation. Factors such as timely pay, social protection, and opportunities for self-development are important elements in increasing employee motivation. Therefore, companies that support work-life balance can sustainably improve employee satisfaction and performance.

Overall, this study confirms that companies need to adopt more flexible policies and support work-life balance to create a more productive work environment and motivate employees.

Research Result Recommendations

For this study, it is recommended that companies pay more attention to developing more flexible work-life balance policies and providing effective communication training among employees to improve teamwork and cohesion. Furthermore, companies need to consider more equitable rewards for individual contributions to maintain employee motivation. Meanwhile, for further research, several suggestions that can be considered include: first, expanding the research focus by considering other factors that can influence work motivation, such as leadership, organizational culture, or other personal factors. Second, using more diverse research methods, such as in-depth interviews or case studies, can provide a deeper understanding of the factors that influence work-life balance and motivation. Finally, further research can also focus on a single unit of analysis that influences *Work-life balance* and employee work motivation will allow for more focused and accurate research results. By considering these suggestions, further research can provide broader insights into the relationship between *work-life balance* and work motivation.

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