

The Influences of Work-Life Balance on Work Engagement Millennial Employee at BPJS Ketenagakerjaan

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Abstract— This study aims at finding out the influence of work-life balance on the work engagement of millennial employees at BPJS Ketenagakerjaan. The study involved 412 millennial employees who were born in 1980 – 1996 spread through Indonesia. This study used the quantitative method. Measuring instruments were the work engagement scale and a work-life balance scale. The multiple regression method analyzed the data and showed that work-life balance was influenced and significant to work engagement. It means work-life balance significantly affects the work engagement of millennial employees at BPJS Ketenagakerjaan. This research implies that BPJS Ketenagakerjaan can maintain the programs that have been carried out related to work-life balance to increase work engagement.

Keywords— Work engagement, work-life balance, millennial employee, BPJS Ketenagakerjaan.

I. INTRODUCTION

The Employment Social Security Administering Body, or what is now known as BPJamsostek, is a transformation of PT. Jamsostek (Persero) was determined based on Law no. 24 of 2011 concerning the Social Security Administering Body and has officially operated since January 1, 2014. BPJS Ketenagakerjaan is mandated by the state as a social security provider to provide socio-economic protection to the community through four programs; Jaminan Hari Tua (JHT), Jaminanan Kecelakaan Kerja (JKK), Jaminan Kematian (JK), and Jaminan Pensiun (JP).

One of the challenges of BPJS Ketenagakerjaan in managing HR is employees who come from the millennial generation (gen Y). According to the Director of HR and General Affairs of BPJS Ketenagakerjaan, Mr. Naufal Mahfudz (Netralnews.Com, 2019), 78% of workers at BPJS Employment are millennials. Millennials are a generation born from 1980 to 2000 (Tolbize, 2008). This generation is known as the generation that is influenced by technology and easy life. Ease of access and development progress make the millennial generation have specific characteristics that distinguish their behavior from previous generations. Harber (2011) stated in his research on the differences in behavior between generation X and millennial generation as follows: (1). Many demands, do not want to lose, and impatient. Millennials are used to easy things and do not appreciate the process. (2). Optimistic and confident. (3). Depends on the team. (4). Likes to innovate. (5). Enthusiastic. (6). Always asking, "why?" at anything because this generation has great

curiosity and is willing to receive information in a clear, transparent, and concise manner.

Research conducted by an online community platform on company information and job vacancies looked at the level of loyalty of employees from generation X and generation Y to their jobs. This research was followed by 88,900 respondents spread across 35 provinces in Indonesia; this research shows that generation Y or millennials have a lower level of loyalty to their work. Research results also show that 76.7% of millennials only last 1-2 years in their workplace, and then they will decide to change jobs (Jobplanet, 2017).

However, in reality, it is inversely proportional to BPJS Employment workers; Mr. Naufal Mahfudz (Netralnews.Com, 2019) explained that only 1% of millennial workers amount to 5,949 people, moved or resigned from their jobs at BPJS Employment. In addition, the annual survey conducted by BPJS Ketenagakerjaan shows that its workers, the majority of whom are millennials, are very attached to BPJS Employment.

Based on the results of the survey above, it can be concluded that the work engagement of BPJS Ketenagakerjaan employees, the majority of whom are above-average millennial employees, feels they are tied to BPJS Ketenagakerjaan. With this work engagement, employees will feel bound and closely related to the organization to try to give their best results at work and reduce employees' intention to change places of work, according to Wicaksono's (2020) research, which shows a negative effect of work engagement of 70.5% on the turnover intention of millennial employees.

The positive attitude also defines employees' work engagement regarding all values and goals of the organization (Robinson, Perryman & Hayday, 2004). According to Wellins & Concelman (2005), work engagement is a self-strength that can motivate individuals to achieve higher performance levels. So that BPJS Employment employees who have work engagement will have a positive attitude in seeing the values and goals of the organization and increase the productivity of BPJS Ketenagakerjaan.

The social exchange theory proposed by Blau (Slack, 2014) states that when an organization provides favorable attention and opportunities for employees and when employees are required to give their best work to the organization. In line with social exchange theory, when the organization can balance work in the organization and the demands of the family, employees will feel cared for and given support by the organization (work-life balance). Beaugard & Henry (2009) also stated that in organizations

that seek to reduce employee work-life conflicts, employees would try to be attractive workers to other staff members to improve organizational performance. Thus, when BPJS Employment completes the needs needed by employees, indirectly, employees will feel they have a responsibility to provide their best work for BPJS Ketenagakerjaan.

According to Crompton and Lyonette (2006), work-life balance is a work-life balance that can be described as a process where employees try to combine their paid work (professional) with responsibilities to create balance; employees must try and struggle and struggle to adapt to tensions in society. Such as job requirements, role expectations, and norms in groups and organizations (Crompton & Lyonette, 2006).

Considering that work engagement is an essential variable in organizations (Kular, Gatenbay, Ressa, Truss, et al., 2008; Schiemann, 2009; Markos & Sridevi, 2010), wanted to test the theoretical model in the BPJS Ketenagakerjaan environment. In addition, the dominance of millennial workers, which is 78% of the total employees, makes researchers want to see more about the effect of work-life balance on work engagement for millennial employees at BPJS Employment.

II. OBJECTIVES & METHODS

The main objective of this study was to examine the influence of work-life balance on the work engagement of millennial employees at BPJS Ketenagakerjaan. The sampling technique was random sampling with 412 employees. Data were collected using the work engagement scale and a work-life balance scale.

The work engagement scale is based on Schaufelli, Salanova, Roma, and Baker's theory (2002): vigor, dedication, absorption. The reliability test result is .849. The work-life balance scale is based on Greenhaus, Collins and Shaw (2003): time balance, involvement balance, and satisfaction balance. The reliability test results is .871. Both scales used the Likert model with five answer choices very inappropriate, inappropriate, neutral, appropriate, and very appropriate. The score for every item moved from 1 to 5, with a score of point 1 for very wrong choices up to a score of point 5 for very appropriate.

III. RESULTS AND DISCUSSIONS

The hypothesis of this research is the effect of work-life balance (WLB) on work engagement (WE). Based on the regression model test results using SPSS, $p = .000$ because the probability number is $.000 < .05$, it can be concluded that this model can predict the effect of work-life balance on work engagement.

Furthermore, the regression test results found that the regression equation was $Y = 30,924 + 0.269X$. The constant value of 30,924 in the equation shows that if the work-life balance variable is 0, then the work engagement variable will be worth 30,924. The regression coefficient value for the WLB variable is 0.269 and is positive, which means that each time WLB increases once, the WE will increase 31.193 times.

The result of the research is in line with what was stated by Sanborn, Malhotra, and Atchison (2011), who said that one of

the factors that can affect work engagement is work-life balance. Because by paying attention to workers' quality of life, such as a comfortable and supportive work environment, the existence of security and guaranteed work safety, and a work-life balance, the company must consider creating high work engagement.

The characteristics of the millennial generation at work are to get praise for their performance achievements and have flexible time at work (Schwartz et al., 2018). The work values of this generation are more focused on work-life balance (Bartz, Thompson, & Rice, 2017). Vyas & Shrivastava (2017) explain that companies where employees work, have an essential role in making work-life balance policies for their employees because the right policies can impact employee performance and satisfaction at work.

Work-life balance is an essential aspect in the lives of millennial employees because it will not only affect individual commitment at work and the social environment. Therefore, employees must be able to practice work-life balance so that later they can contribute more at work and at the same time can lead a happy life (Shafie, Abdullah, & Shafee, 2020).

Companies that can create and manage work-life balance can be used as a strategy of symbiotic mutualism between employees and the company. Implementing a work-life balance can be through policies issued by the company, or it can also be created by creating a work environment that can support the creation of a work-life balance (Wicaksana, Suryadi, & Asrunputri, 2020). According to Singh and Khana (2011), the company's strategy in creating a work-life balance includes: providing flexible and reasonable working hours, ease of receiving calls or urgent messages from family at work, and access to handling children in the office in need. This work-life balance theory is in line with the characteristics of the millennial generation in Indonesia, which is communal and has high self-actualization towards social activities and hobbies outside of work.

In particular, the millennial generation who cannot solve their problems will result in a less than optimal quality of work and impact employees who are less focused on targets and work, decreased work motivation, and dissatisfaction at work. Meanwhile, employees who are too busy with activities at work such as meetings, deadlines, and over time can reduce the quality of personal life such as reduced time for family and friends and leave their hobbies (Wicaksana, Suryadi, & Asrunputri, 2020).

An excellent work-life balance policy can benefit employees and the organization, such as reducing stress levels and making employees feel happier both at work and at home. Mendis & Weerakkody's (2018) research reveals a strong relationship between work-life balance and employee performance; the relationship is positive and has a significant level. The research findings provide evidence that a good work-life balance leads to increased employee performance and employee job satisfaction. When employees are satisfied with their work, employees will be bound to the company (Afifah, 2020).

Therefore, the hypothesis in this study is accepted; namely, work-life balance affects the work engagement of millennial employees.

IV. CONCLUSION

Work-life balance has a positive effect on the *work engagement* of millennial employees at BPJS Ketenagakerjaan. *If employees are able to improve their ability to balance roles in life and work (work-life balance), then employee work engagement will also increase. Work-life balance* has an effect of 20% on *work engagement*.

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