
The Impact of Remote Working on Productivity and Work-Life Balance of Millennial Employees in DKI Jakarta

Malvin Rheza Paleva¹ | Theresia Agung Maryudi Harsiwi²

^{1,2} Faculty of Business and Economics, Universitas Atma Jaya, Yogyakarta, Indonesia
Corresponding: palevamalvinrheza@gmail.com

Abstract

Objective – This study aims to analyze the effect of remote working on employee productivity and work-life balance among millennial employees in DKI Jakarta. Remote working offers flexibility for employees in managing their work time and personal life, which is expected to increase productivity and work-life balance.

Design/Methodology/Approach – This study uses a quantitative design with a purposive sampling method on 105 millennial employees who work remotely in DKI Jakarta. Data were collected through an online survey distributed through the Poplite by Populix platform. Data analysis was carried out using a simple linear regression test to test the effect of remote working on employee productivity and work-life balance.

Findings – The results of the study show that remote working has a significant and positive effect on employee productivity, as well as remote working has a significant and positive effect on work-life balance among millennial employees in DKI Jakarta.

Implications – The contribution of this study's originality lies in the exploration of the millennial generation who work remotely, which is rarely studied in the context of remote working that is starting to be widely implemented by organizations. Moreover, it is supported by the characteristics of the millennial generation who are more technologically literate, flexible and adaptive, innovative and independent, prioritize mental and physical health, and prioritize work-life balance. Ultimately, it can provide new insights for the human resources department in responding to the significant increase in the proportion of the millennial generation in the world of work.

Keywords: Remote Working, Productivity, Work-Life Balance, Millennials.

INTRODUCTION

The Corona Virus Disease (COVID-19) pandemic has resulted in significant operational changes across organizations, making remote work practices more common and increasing demand (Orhan, 2024). In response to this situation, Indonesia has begun carefully planning and implementing remote work transformations as an effort to protect the health and well-being of its people. Based on data from the Biro Pusat Statistik (2020), during the COVID-19

pandemic, 39.09% of Indonesian workers worked from home, and 34.76% adopted a hybrid work model, combining working from home and in-office. To date, remote work is still widely adopted by various organizations in Indonesia, both through fully remote and hybrid work models, even after the pandemic ends (Herliana et al., 2023).

According to Rañeses et al. (2022) the implementation of remote working, it has many impacts on both organizations and employees. Therefore, organizations need to pay attention to the impact of implementing ongoing remote working. Organizations need to provide employee support, even when working remotely. This is crucial because employees still require attention regarding productivity, job satisfaction, organizational commitment, and work-life balance.

Remote working is considered to have implications for employee productivity and work-life balance. Singh & Chaudhary (2022) explains employee productivity reflects the level of time efficiency required to complete a specific task. Work-life balance refers to balanced engagement and satisfaction across various aspects of life and reduced conflict between work and non-work aspects (Rañeses et al., 2022). Remote working offers employees flexibility in managing their work and personal time, which is expected to increase productivity and balance between work and personal life, also known as work-life balance (Mamatha & Kumar Thoti, 2023). Employees who work remotely can be more productive because they have the freedom to create a workspace that suits their needs. On the other hand, flexibility in scheduling work hours is one of the main advantages of a remote work model, allowing employees to adjust their work schedules to suit personal needs, such as caring for family or taking a midday break. However, without clear work hour boundaries, this flexibility can turn into a disadvantage, leading to overwork.

According to Biro Pusat Statistik (2025) data from Survei Tenaga Kerja Nasional (Sakernas), which is conducted routinely every year, millennials are the generation group that dominates the workforce in the August 2024 survey period, especially in the employed workforce, with a total of 50,420,389 people in the 30-45 year age range. Millennials have unique characteristics that distinguish them from previous generations. According to Waworuntu et al. (2022), the millennial generation is often known as individuals who value work flexibility more to achieve work-life balance and are therefore considered the group most impacted by the implementation of *remote working*.

Based on this phenomenon, this study aims to (1) test the influence of *remote working* on employee productivity among millennial employees in DKI Jakarta and (2) test the influence of *remote working* on *work-life balance* among millennial employees in DKI Jakarta.

Literature Review

Remote Working

In today's digital era, *remote work systems* are increasingly being implemented by various organizations, driven by technological developments and the increasing need for flexibility. Remote working refers to a work system carried out at a location other than the head office while still following the work organization (Roberto et al., 2023). Remote employees are individuals employed by a company but carry out their work outside the office, such as in a co-working space, a private residence, or from various locations around the world (Prasada et al., 2020). Elshaiekh et al. (2018) in Yadav (2024) revealed that the concept of remote working was initially introduced during the oil crisis in the 1970s, when many individuals complained about the increasing cost of traveling to work caused by the surge in fuel prices. In this situation, Jack Niles, a former NASA engineer, proposed the idea of remote working through his book entitled "Telecommunications-Transportation Tradeoff".

According to Bal & Bulgur (2023), there are various models in which remote working can be implemented. The three main categories are: home-based remote working (working from home), center-based remote working (working from a branch office), and mobile telework. Makkar & Rani (2024) classifies the potential benefits and challenges of implementing remote working for both employees and organizations.

Table 1. Potential for Implementing Remote Working

	Benefit	Challenge
For employees	Work autonomy.	Challenges in communication.
	Well-being .	Stress and burnout .
	Increase productivity and work enthusiasm.	Disturbance from family.
	Financial benefits.	Challenges in building team cohesion.
	Work life balance.	
For organizations	Reduce costs.	Challenges in training.
	Access to talent globally.	Lack of cooperation.
		Challenges in performance evaluation.
		Challenges in developing organizational culture.

Source: Makkar & Rani (2024)

Employee Productivity

Productivity is a crucial element in the work culture of an organization, which generally refers to the transformation of human, financial, and time resources into work results (Singh & Chaudhary, 2022). In a constantly changing and dynamic work environment, understanding employee attitudes is a challenge for organizations. Employee productivity reflects the efficiency in completing certain tasks within a specified time frame, where high productivity means more efficient and effective task completion, while unproductivity will result in a longer time to complete tasks, which leads to additional costs (Singh & Chaudhary, 2022). Aspects that shape employee productivity include various dimensions used to measure employee performance and work effectiveness, namely output quantity , input quality , time efficiency , resource utilization , innovation and process improvement (Wariati, 2024).

Gegerfelt & Sandström (2023) conducted a study of employees and managers in Sweden to determine the impact of remote work on employee productivity. The study showed that both employees and managers acknowledged increased productivity, with factors such as desire to work remotely, age, and family situation significantly influencing the results. The majority of workers preferred a hybrid work model combining 40-60% remote work to leverage the benefits of both approaches. This is supported by Courtney's (2021) in Rañeses et al. (2022) which showed that approximately 75% of employees responded positively to the desire to work remotely, citing reduced distractions in the work environment.

Work-Life Balance

Work-life balance refers to the importance of balanced engagement and satisfaction across various life domains, which also contributes to reduced conflict between work and non-work elements (Rañeses et al., 2022). The satisfaction an individual derives from achieving work-life

balance is a result of the extent to which they are able to meet the demands of the work environment and family responsibilities.

Work-life balance will continue to be ongoing and dynamic, changing according to circumstances at work, at home, and a person's life priorities. Work-life balance does not mean a 50-50 division of time or energy between work and personal life. Rather, a person can feel balanced even if they prioritize one aspect more than the other at certain times, as long as they feel satisfied and effective in carrying out these roles (Jex, et.al. 2024). Shanmugavelu & Arumugam (2020) formulated nine strategies to help individuals improve their work-life balance.

Table 2. Strategies to Improve Work-Life Balance

Strategy	Information
Determine priorities.	Prioritize the most important things.
Set specific goals.	Turn priorities into concrete, measurable goals to help direct activities.
Make a weekly schedule.	Plan daily and weekly activities by including important elements such as sleep, exercise, family time, and social activities.
Set boundaries.	Set realistic boundaries at home and work and communicate them to others.
Separating work and personal time.	Establish clear boundaries between work and personal life to prevent mixing that disrupts work-life balance.
Controlling the mind.	Maintain a positive mindset to manage stress.
Take personal responsibility.	Taking responsibility for work demands and personal balance, including speaking up about excessive workload.
Pursuing life satisfaction.	Focus on increasing satisfaction in various aspects of life.
Comprehensive life planning.	Assess and plan all aspects of life as a whole such as relationships, career, finances, and well-being.

Source: Shanmugavelu & Arumugam (2020)

According to a 2019 Legal & General Survey in Sakitri (2020) several factors contribute to employees' low levels of work-life balance. These factors include excessive work hours, mandatory work on holidays, and night shifts. A low level of work-life balance can negatively impact employees, such as reduced opportunities for rest, limited time for hobbies or physical activities, and decreased sleep quality.

The concept of remote working often receives special attention from both organizations and employees because it improves work-life balance, provides flexibility that allows workers to complete tasks and other responsibilities outside the office, thus giving more autonomy and control over decisions related to work location and integration between work and personal life (Rañeses et al., 2022). Research Olorunisola et al. (2021) conducted in Nigeria tested the flexible work model on the work-life balance of the workforce in Nigeria, finding that the flexible work model has a significant impact on work-life balance.

Work-life balance plays a crucial role in achieving satisfaction across multiple aspects of life and reducing conflict between work and personal responsibilities. Organizations can implement flexible strategies that support both work and non-work roles, thereby improving employees' quality of life.

Self-Efficacy Theory

The study is based on the *Self-Efficacy theory* developed by Albert Bandura, which is a concept that describes an individual's belief in his or her ability to achieve success on plans in various situations in the future that support emotional well-being, performance achievement, and individual motivation (Bandura, 2010 in Rañeses et al., 2022). *Self-Efficacy* theory is closely related to this study, which discusses virtual organizations where employees with higher autonomy still rely on their own abilities to complete tasks and *remote employees tend to have more positive self-efficacy* assessments by reflecting better motivation and confidence than employees who are closely supervised (Rañeses et al., 2022).

According to Bhati & Sethy (2022), *self-efficacy* can be acquired or enhanced through four triggering factors, namely: *mastery experience* (performance experience), *vicarious experience* (experience of others), *verbal persuasion* (verbal encouragement), and *emotional and psychological states* (emotional and psychological states). Employees who have greater autonomy, such as in companies that implement *remote work for their employees, usually show more positive self-efficacy* assessments, reflecting better motivation and self-confidence compared to employees who are closely supervised. *The self-efficacy of remote employees* has a significant influence on productivity and work-life balance. Employees with high *self-efficacy* tend to respond to negative feedback with increased effort and motivation, which contributes to better performance. In addition, *high self-efficacy* also helps employees manage work responsibilities and personal life, thereby creating a more harmonious relationship between the two.

Millennial Generation

The Millennial Generation or known as Generation Y refers to a group of individuals born in 1980-1995 (Putra, 2016). This generation group developed in the era of rapid internet advancement, so that they intensively utilize instant communication technology, such as *e-mail*, SMS, instant messaging, and social media, such as Facebook and Twitter (Lyons, 2024 in Putra, 2016). Millennials have work habits that are high in optimism, achievement-oriented, and demonstrate strong self-confidence. This generation also upholds moral and social values and appreciates diversity in various aspects of life (Putra, 2016).

Millennials have unique characteristics that distinguish them from previous generations. According to Waworuntu et al. (2022) the millennial generation, they are often known as individuals who value work flexibility to achieve work-life balance. Millennials are basically educated independently and tend to be left by their parents to take care of themselves, which results in a self-confident attitude, this habit often leads to demands for freedom and flexibility, although there is an interesting contradiction where the desire to collaborate remains strong, because although this generation is able to work independently, but tends to be more effective when working in groups (Sherlywati & Simangunsong, 2023). Millennial generation employees have a tendency to value flexibility in carrying out work tasks, therefore the balance between work and personal life is an important factor that can influence behavior and attitudes in the corporate environment (Silaban & Margaretha, 2021). Providing flexibility to millennials allows them to pursue activities they like outside the work environment, while maintaining high levels of productivity. Millennials as a *digital native generation*, which emphasizes the importance of flexibility in work to achieve a balance between professional responsibilities and activities they like outside the work environment, while maintaining high levels of productivity.

Research Framework

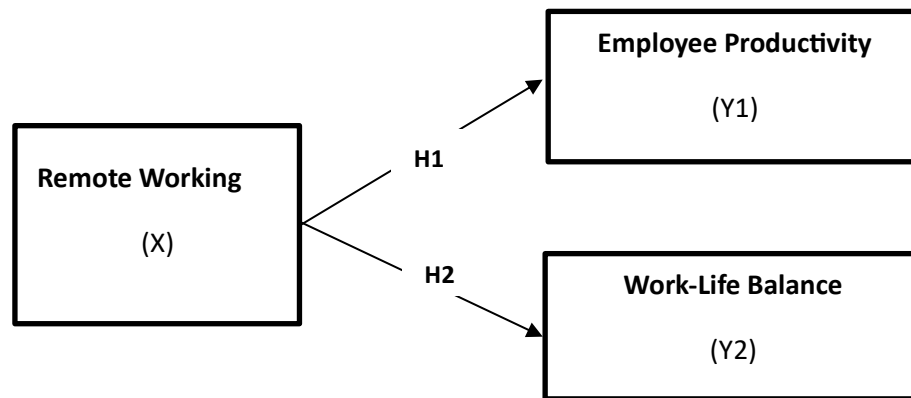


Figure 1. Research Framework

In this modern era, companies are faced with the challenge of not only increasing productivity but also addressing employee work-life balance. This concept of balance is becoming increasingly relevant as employees seek a balance between work responsibilities and personal life. Remote working systems allow employees to work from locations outside the office (Prasada et al., 2020). This system presents a flexible alternative that allows employees more flexibility in managing their work time and location. Therefore, more and more companies are adopting this work model to meet employee needs for flexibility. Remote working can reduce travel time and office distractions, allowing employees to focus more on tasks, ultimately increasing work efficiency (Courtney, 2021 in Rañeses et al., 2022).

Remote working also offers significant benefits for work-life balance. Through flexibility in choosing a workplace, employees have greater control over how they balance their work and personal lives (Sen & Hooja, 2018). This flexible work model can reduce conflicts between work responsibilities and personal needs, giving employees the opportunity to better meet the demands of both life areas.

Hypothesis

Remote working offers employees the flexibility to choose a convenient work location, thus reducing distractions that typically occur in the office, such as unplanned meetings or unnecessary face-to-face interactions (Courtney, 2021 in Rañeses et al., 2022). Research by Gegerfelt & Sandström (2023) shows that both employees and managers in Sweden report increased productivity when working remotely, especially in a hybrid model that combines remote working with physical presence in the office. Factors such as preference for working remotely, age, and family situation also positively influence employee productivity. Based on this description, the following hypothesis can be formulated: **H1 : There is a significant and positive influence of remote working on the productivity of millennial employees in DKI Jakarta.**

Work-life balance, which refers to the balance between work demands and personal life, is becoming increasingly valued by today's employees. Through remote working, employees have the flexibility to set their work location and time, making it easier to manage professional and personal responsibilities simultaneously (Rañeses et al., 2022). This flexibility contributes to employee autonomy in integrating work and personal life, reducing conflict between the two, and creating a better balance in various aspects of life (Olorunisola et al., 2021). Based on this description, the

following hypothesis can be formulated: **H2 : There is a significant and positive influence of remote working on the work-life balance of millennial employees in DKI Jakarta.**

METHODS

Population and Sample

The population in this study were millennial employees in DKI Jakarta. The sample used in this study were millennial employees who experienced remote working in DKI Jakarta. Sampling was based on Ferdinand (2002) in Utama (2016) that it must meet 5-10 times the number of questionnaire items, so with 21 question items, the minimum sample size was set at 105 samples. Sampling used a purposive sampling method with the sample criteria of remote employees in DKI Jakarta who are millennials (aged 30-45 years) and have a minimum of 6 months of remote work experience.

Research Instruments

The research questionnaire was adapted from the remote working questionnaire (Neufeld and Fang, 2005 in Rañeses et al., 2022) which consists of 8 question items, employee productivity questionnaire (Lee and Brand's, 2010 in Rañeses et al., 2022) which consists of 5 question items, and work-life balance questionnaire (Fisher, Bulger, and Smith, 2009 in Rañeses et al., 2022) which consists of 8 question items.

The research questionnaire used a Likert scale with a 5-level rating scale, namely a value of 5 for "strongly agree" to a value of 1 for "strongly disagree" for the remote working questionnaire and productivity questionnaire, while a value of 5 for "strongly disagree" to a value of 1 for "strongly agree" (reverse scoring) for the work-life balance questionnaire. The electronic or online questionnaire was distributed through Populix as an online survey platform.

Data Analysis Methods

analysis using descriptive statistics and simple linear regression. Descriptive statistics provide information from a data set by looking at the frequency, average (mean), and standard deviation. (Sekaran & Bougie, 2019). Simple linear regression is used when one independent variable is assumed to influence one dependent variable (Sekaran & Bougie, 2019).

RESULTS AND DISCUSSION

Reliability and Validity Analysis

The validity of the instrument was tested using Pearson correlation with 105 respondents, so the r table with N of 105 and a significance of 5% in the distribution of the statistical r table value obtained a value of 0.191. If the calculated $r > r$ table then the questionnaire item is declared valid. The reliability of the instrument is carried out with a *Cronbach's Alpha value* > 0.6 , then the questionnaire is declared reliable.

Table 3. Validity and Reliability Test

Variable	Item	r-count	r-table	Information	Cronbach Alpha
Remote Working	X.1	0.805	0.191	Valid	0.919 (Reliable)
	X.2	0.771	0.191	Valid	
	X.3	0.822	0.191	Valid	
	X.4	0.811	0.191	Valid	
	X.5	0.817	0.191	Valid	
	X.6	0.779	0.191	Valid	

Variable	Item	r-count	r-table	Information	Cronbach Alpha
	X.7	0.819	0.191	Valid	
	X.8	0.783	0.191	Valid	
Productivity	Y1.1	0.767	0.191	Valid	0.847 (Reliable)
	Y1.2	0.767	0.191	Valid	
	Y1.3	0.800	0.191	Valid	
	Y1.4	0.805	0.191	Valid	
	Y1.5	0.805	0.191	Valid	
Work-Life Balance	Y2.1	0.792	0.191	Valid	0.906 (Reliable)
	Y2.2	0.701	0.191	Valid	
	Y2.3	0.851	0.191	Valid	
	Y2.4	0.836	0.191	Valid	
	Y2.5	0.780	0.191	Valid	
	Y2.6	0.770	0.191	Valid	
	Y2.7	0.736	0.191	Valid	
	Y2.8	0.742	0.191	Valid	

Source: processed results

Respondent Characteristics

The characteristics of the research respondents according to gender, age, marital status and length of service can be seen in Table 4. The majority of respondents were male (52.4%), aged 31-35 years (52.4%), marital status was married (86.7%), and length of remote work was 1.1-5 years (62.9%).

Table 4. Respondent Characteristics

Respondent Characteristics	Amount	Percentage (%)
Gender		
Man	55	52,4%
Woman	50	47,6%
Age		
25 – 30	13	12,4%
31 – 35	55	52,4%
36 - 40	29	27,6%
41 - 45	8	7,6%
Marital status		
Not married yet	14	13,3%
Married	91	86,7%
Length of working		
6 months – 1 year	16	15,2%
1,1 years – 5 years	66	62,9%
5,1 years – 10 years	21	20,0%
> 10 years	2	1,9%

Source: processed results

Descriptive Statistical Analysis

The characteristics of the research variables can be seen from descriptive statistics, especially the mean. The mean for the remote working and productivity variables is very high, meaning that the implementation of remote working and the productivity achieved by millennial employees in DKI Jakarta are very high. The mean for the work-life balance variable is high, **meaning that the work-life balance of millennial employees in DKI Jakarta is considered good or adequate.**

Table 5. Descriptive Statistics of Research Variables

Variables	Mean	Information
Remote Working	4,26	Very high
Productivity	4,36	Very high
Work-Life Balance	3,68	High

Source: processed results

Hypothesis Testing

Table 6. The Impact of Remote Working on Productivity

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	8,392	1,318		6,366	0,000
Remote Working	0,394	0,038	0,711	10,275	0,000
R Square	0,506				
F count	105,585				
Prob/Sig	0,000				

Source: processed results

Table 6 shows a calculated F value of 105,585 and a t value of 10,275 with a significance of $0,000 < 0,05$, meaning that remote working has a significant effect on the productivity of millennial employees who work remotely in DKI Jakarta. **The R Square** value as big as **0,506** shows that remote working contributes 50,6% to the productivity of millennial employees who work remotely in DKI Jakarta, while the rest is influenced by other variables outside the research variables. The remote working variable is proven to have a positive effect on productivity, indicated by the Beta value on standardized coefficients of 0,711. Based on this description, it can be concluded that the first hypothesis (H1) which states that there is a significant and positive influence of remote working on the productivity of millennial employees in DKI Jakarta is proven.

Table 7. The Impact of Remote Working on Work-Life Balance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	12,729	4,416		2,882	0,005
Remote Working	0,491	0,128	0,352	3,819	0,000
R Square	0,124				
F count	14,587				
Prob/Sig	0,000				

Source: Data processed 2025

Table 7 shows a calculated F value of 14,587 and a t value of 3,819 with a significance of $0,000 < 0,05$, meaning that remote working has a significant effect on the work-life balance of millennial employees who work remotely in DKI Jakarta. **The R Square** value of **0,124** indicates that remote working contributes 12,4% to the work-life balance of millennial employees who work remotely in DKI Jakarta, while the rest is influenced by other variables outside the research variables. The remote working variable is proven to have a positive effect on work-life balance, indicated by the Beta value on standardized coefficients of 0,352. Based on this description, it can be concluded that the second hypothesis (H2) which states that there is a significant and positive influence of remote working on the work-life balance of millennial employees in DKI Jakarta is proven.

Discussion

The Impact of Remote Working on Productivity

This study shows that remote working has a significant and positive impact on the productivity of millennial employees in DKI Jakarta who implement a remote work system. The majority of respondents collectively agreed that the work produced during remote work is of high quality and that they are able to complete tasks quickly and efficiently while working remotely. This finding aligns with research Dahik et al. (2020) in a Boston Consulting Group (BCG) survey involving 12,000 employees in the United States, which showed that **75%** of employees who work remotely are able to maintain or even increase productivity in carrying out individual tasks.

Research Rañeses et al. (2022), Purushothaman et al. (2024), and Chmeis & Zeine (2024) also show a significant and positive influence of remote working on employee productivity. Similarly, Courtney's (2021) in Rañeses et al. (2022) shows that approximately 75% of employees responded positively to the desire to work remotely, due to the reduction of distractions in the work environment, which can increase work efficiency. Reducing distractions for remote employees is a crucial factor in increasing productivity. Potential distractions when employees work from the office, such as unplanned meetings, excessive social interactions, environmental noise, and unscheduled requests for assistance, can disrupt employee concentration and work rhythm, contributing to decreased work productivity.

According to employees, Makkar & Rani (2024) one of the benefits of implementing *remote working* is increased productivity and work enthusiasm. Remote working gives employees the freedom to independently manage their work schedules, choosing the times they consider most optimal for completing tasks. This freedom allows employees the opportunity to work when they feel most focused and productive, which ultimately has the potential to improve work output.

According to Wariati (2024) there are several reasons why remote work can be a factor that can increase employee productivity, including: (1) Remote working allows employees to work in a more flexible and distraction-free environment by choosing their most productive work hours, allowing them to complete more tasks in the same amount of time, contributing to increased output. This is also evidenced by the majority of respondents being able to complete tasks quickly and efficiently; (2) Employees who work remotely tend to have greater control over their work environment, which can result in increased focus and concentration, enabling them to produce work with fewer errors and more consistent with established standards. This is also supported by the fact that the majority of respondents report high-quality work and high standards for their work; (3) Remote working reduces the time typically spent commuting, freeing up that time to focus on work, ultimately improving work efficiency. This is also evidenced by the fact that the majority of

respondents were able to complete tasks quickly and efficiently; (4) When working remotely, employees are required to be more effective in utilizing available resources independently. This is evidenced by the majority of respondents who felt they had sufficient technical skills to complete their work remotely; and (5) Working remotely will also encourage employees to find new work methods that can improve efficiency. This is evidenced by the majority of respondents feeling they have sufficient authority to carry out their work remotely.

Since the object of this research is the millennial generation, the findings of this study are in accordance with the characteristics of the millennial generation. The millennial generation tends to value work flexibility (Waworuntu et al., 2022). The millennial generation also has a high adaptive ability to digital technology. The millennial generation grew and developed in an era of rapid advances in information technology (Lyons, 2024 in Putra, 2016). Therefore, the implementation of remote working for millennial generation employees can create a more ideal and conducive work environment for increased productivity. Even though working remotely means not receiving direct supervision, millennial employees are able to maintain performance because they have high intrinsic motivation to achieve and remain productive. In addition, a collaborative yet independent work style makes millennial generation employees able to adapt both in virtual teamwork and in completing tasks individually.

Remote working gives employees the freedom to independently manage their work schedules by choosing the optimal time to complete tasks. This freedom allows employees to work when they feel most focused and productive, ultimately leading to improved work output. According to self-efficacy theory, employees with high self-confidence, sufficient technical skills to complete tasks and the authority to carry them out independently are more proactive in finding solutions when they encounter obstacles, which can positively impact productivity.

The Impact of Remote Working on Work-Life Balance

This study shows that remote working has a significant and positive impact on the work-life balance of millennial employees in Jakarta. Although the effect is not significant, the study found that remote work contributes to the work-life balance of millennial employees in Jakarta who work remotely. The majority of respondents reported that work does not interfere with their personal lives, causing difficulties.

Research Olorunisola et al. (2021) and Purushothaman et al. (2024) explain flexible work models, or remote working, have a significant and positive impact on employees' work-life balance. Theras A.G. Wood, (2020) by the World Economic Forum, conducted by the Founders Forum, Global Entrepreneur & Corporate CEOs Community Platform, found that 44.8% of respondents acknowledged the positive impacts of remote work, including flexibility, family time, and work-life balance. This finding aligns with the three studies mentioned above, although it does not indicate a significant impact of remote working on the work-life balance of millennial employees in Jakarta.

The findings of this study identified that the majority of respondents expressed concern for their superiors' well-being while working from home. One factor contributing to employee work-life balance is superior support for this. When superiors understand the challenges employees face while working from home and provide adequate flexibility, employees are better able to manage their work time and personal responsibilities. Russo et al. (2015) in Angela & Rojuaniah (2022) explain supervisor support can improve employee work-life balance by providing flexible work schedules that allow for the successful completion of work-life responsibilities.

One of the benefits of *remote working* for employees (Makkar & Rani, 2024) is the creation of a **work-life balance**. For millennial employees in Jakarta, remote work offers significant flexibility in managing work and personal time, allowing them to balance their daily activities. This flexibility is especially important in a metropolitan city like Jakarta, where travel time can be a significant burden on personal life.

Shanmugavelu & Arumugam (2020) explains strategies for achieving work-life balance through the implementation of a remote work system, including: (1) Remote working provides millennial employees with the flexibility to organize their daily and weekly schedules according to their personal needs. Without commuting time, employees can utilize the extra time for adequate sleep, exercise, or family activities, which can help maintain a more balanced work-life balance. This is evidenced by the fact that the majority of respondents don't postpone personal time just to work; (2) Remote work allows millennial employees to set boundaries regarding working hours, such as only working between 9 AM and 5 PM. These boundaries are important to prevent burnout *and* can improve the quality of personal time. This is evidenced by the fact that the majority of respondents had no difficulty separating work and personal life; (3) Millennial employees can create their own workspaces or set specific work times to differentiate between professional and personal activities, which can help prevent mixing work and personal matters. This is also evidenced by the fact that the majority of respondents have no difficulty separating work and personal life; (4) Remote working allows employees greater flexibility to create a work environment that supports mental well-being, such as choosing a comfortable workspace or listening to music that can reduce stress levels during work. This is evidenced by the fact that the majority of respondents' jobs do not present challenges to their work-life balance; and (5) Remote working provides employees with the space to explore personal interests and strengthen social connections. This freedom can improve and strengthen employees' work-life balance. This is evidenced by the fact that the majority of respondents reported that their personal lives were not disrupted by work.

The findings of this study indicate that the higher the implementation of remote working, the better the work-life balance experienced by millennial employees. This finding aligns with the characteristics of the millennial generation, which highly values flexibility in work (Waworuntu et al., 2022). The flexibility offered by a remote work system allows millennial employees more freedom to organize their time for work demands and personal activities. According to self-efficacy theory, the flexibility provided by remote working allows employees to organize their own time and place of work, which can increase self-confidence in completing tasks. Employees can better organize their work hours and provide more time for personal or family activities.

The majority of respondents expressed concern for their superiors' well-being while working from home, as one factor contributing to work-life balance is superior support. When superiors understand the challenges employees face while working from home and provide sufficient flexibility, employees are better able to manage their work time and personal responsibilities. Russo et al. (2015) in Angela & Rojuaniah (2022) explain supervisor support can improve employee work-life balance by providing flexible work schedules that allow for the fulfillment of responsibilities between work and personal life.

CONCLUSION

This study focuses on testing the effect of remote working on productivity and work-life balance among millennial employees in DKI Jakarta and the following conclusions can be drawn: (1) *Remote working* has a significant and positive impact on the productivity of millennial employees in

Jakarta. Employees who work *remotely* tend to have high productivity. The greater implementation of *remote working* can increase employee productivity, particularly among millennial employees in Jakarta; and (2) *Remote working* has a significant and positive impact on *the work-life balance* of millennial employees in Jakarta. Employees who work *remotely* tend to have a high work-life balance. The greater implementation of *remote working* can improve employee *work-life balance*, particularly for millennial employees in Jakarta.

Managerial Implications

Employees rated the quality of work from home as no better than from the office. This situation indicates the need for organizational intervention to improve the effectiveness of remote work, such as time management and productivity training, improvements to work infrastructure, and regular mentoring. The low level of employee consistency in exceeding team targets while working remotely *suggests* the need for adjustments to more realistic target-setting systems, performance-based incentives, and enhanced team collaboration. Company management needs to strengthen employee wellness programs, increase work flexibility, and establish clear working hour boundaries to maintain employee work-life balance.

Employees feel they have sufficient technical skills to support productivity while working from home. Management needs to provide regular technical training and encourage knowledge transfer through *mentoring programs*. Employee perceptions of the continued high quality of work output while working from home demonstrate the importance of recognizing performance and strengthening work culture. Company management needs to continue implementing flexible work policies, conducting regular work stress assessments, and supporting activities that maintain employee mental health.

Limitations and Suggestions

This research still has limitations and suggestions for improvement include: (1) This study used an *online survey*, which meant the questionnaires weren't distributed evenly, as the respondents were likely highly literate in the information technology that supported the *online survey*. Data collection methods can be combined with other methods, such as *offline questionnaire distribution*, to ensure more even distribution; and (2) The productivity questionnaire used in this study employed a *self-assessment approach*, potentially introducing respondent bias because respondents subjectively assessed their own work productivity. Productivity self-assessment questions should be more specific and refer to actual employee behavior, such as the frequency of completing tasks on time or the number of targets achieved.

REFERENCES

- Angela, J., & Rojuaniah, R. (2022). The Model of Supervisor Support, Work-Life Balance, Job Satisfaction, and Organizational Commitment on IT Employee Performance Moderated by Demographic Factors. *Indonesian Management Journal*, 22 (3), 314. <https://doi.org/10.25124/jmi.v22i3.3840>
- Bal, Y., & Bulgur, N. E. (2023). Remote Work. In *Enhancing Employee Engagement and Productivity in the Post-Pandemic Multigenerational Workforce* (pp. 374–391). IGI Global. <https://doi.org/10.4018/978-1-6684-9172-0.ch019>

- Bhati, K., & Sethy, T. P. (2022). Self-Efficacy: Theory to Educational Practice. *The International Journal of Indian Psychology, 10* (1), 1123–1128. <https://doi.org/10.25215/1001.112>
- Chmeis, STJ, & Zeine, HM (2024). The Effect of Remote Work on Employee Performance. *Asian Business Research, 9* (1), 1. <https://doi.org/10.20849/abr.v9i1.1424>
- Dahik, A., Lovich, D., Kreaflle, C., Bailey, A., Kilmann, J., Kennedy, D., Roongta, P., Schuler, F., Tomlin, L., & Wenstrup, J. (2020). *What 12,000 Employees Have to Say About the Future of Remote Work*.
- Gegerfelt, J., & Sandström, M. (nd). *How remote work affects employee productivity*.
- Herliana, G., Herdiansyah, GAK, & Adriana, E. (2023). Work From Home Implementation and Its Impact on Employee Performance. *Journal of Business and Entrepreneurship, 11* (1), 48. <https://doi.org/10.46273/job.v11i1.367>
- Jex, S. M., Britt, T. W., & Thompson, C. A. (2024). *Organizational Psychology and Organizational Behavior* (4th edition). Wiley Professional Development (P&T).
- Makkar, M., & Rani, N. (2024). Remote Working: Examining Benefits, Challenges and Organizational Practices. *Formosan Journal of Science and Technology, 3* (4), 671–682. <https://doi.org/10.55927/fjst.v3i4.8764>
- Mamatha, K., & Kumar Thoti, K. (2023). The Effects of Working Remotely on Employee Productivity and Work-Life Balance. *Journal of Advanced Zoology*. <https://jazindia.com>
- Olorunisola, I., Phd, K., Adekunle, &, & Ibranke, E. (2021). The Impact of Flexible Work Models on Employee's Work Life Balance in an Emerging Economy. *International Journal of Research and Innovation in Social Science, V* (Iv), 2454–6186. www.rsisinternational.org
- Orhan, M.A. (2024). Remote Working. In *Elgar Encyclopedia of Organizational Psychology* (pp. 630–634). Edward Elgar Publishing. <https://doi.org/10.4337/9781803921761.00123>
- Prasada, KDV, Vaidyab, RW, & Mangipudic, MR (2020). Effect of occupational stress and remote working on psychological well-being of employees: an empirical analysis during covid-19 pandemic concerning information technology industry in hyderabad. *Indian Journal of Commerce & Management Studies, XI* (2), 1. <https://doi.org/10.18843/ijcms/v11i2/01>
- Purushothaman, S., & S, J. V. (2024). The Effects of Remote Work on Productivity and Well-Being among IT Professionals in Chennai: A Biological Sciences Perspective. *J. Bio.Sc, 6* (6), 2123–2131. <https://doi.org/10.33472/AFJBS.6.6.2024.2123-2131>
- Putra, YS (2016). *THEORETICAL REVIEW: THEORY OF GENERATIONAL DIFFERENCES. 1952, 6*.
- Rai Utama, IGBR (2016). Sampling Techniques and Determination of Sample Size. *Dhyana Pura University, Bali, 2021* (January), 23. <https://doi.org/10.13140/RG.2.1.5187.0808>
- Rañeses, M.S., Nisa, N. un, Bacason, E.S., & Martir, S. (2022). Investigating the Impact of Remote Working on Employee Productivity and Work-life Balance: A Study on the Business Consultancy

- Industry in Dubai, UAE. *International Journal of Business and Administrative Studies*, 8 (2), 63–81. <https://doi.org/10.20469/ijbas.8.10002-2>
- Roberto, R., Zini, A., Felici, B., Rao, M., & Noussan, M. (2023). Potential Benefits of Remote Working on Urban Mobility and Related Environmental Impacts: Results from a Case Study in Italy. *Applied Sciences (Switzerland)*, 13 (1). <https://doi.org/10.3390/app13010607>
- Sakitri, G. (2020). Work from Home and Its Double-Edged Sword. *Prasetiya Mulya Management Forum*, 34 (1).
- Sekaran, U., & Bougie, R. (2019). *Research Methods for Business: A Skill Building Approach, 8th Edition* (8th Edition). Wiley Global Education US. <https://bookshelf.vitalsource.com/books/9781119561248>
- Sen, C., & Hooja, H.R. (2018). Work-Life Balance: An Overview. *International Journal of Management and Social Sciences Research (IJMSSR)* . <https://ssrn.com/abstract=3130875>
- Shanmugavelu, G., & Arumugam, A. (2020). *EPRA International Journal of Research and Development (IJRD) Developing Employees' Work-Life Balance Strategies to Improve Individual Health and Wellbeing Balance*. 7838 (December), 186–195. <https://doi.org/10.36713/epra2016>
- Sherlywati, S., & Simangunsong, E. (2023). Willingness to Embed Social Sustainability: A Case of Gen Y and Gen Z Entrepreneurs in Indonesia. *Journal of Management and Entrepreneurship*, 25 (1), 25–40. <https://doi.org/10.9744/jmk.25.1.25-40>
- Silaban, H., & Margaretha, M. (2021). The Impact of Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia. *International Journal of Innovation and Economic Development*, 7 (3), 18–26. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.73.2002>
- Singh, S., & Chaudhary, N. (2022b). Employee Productivity: An Analysis of Dimensions and Methodology through Systematic Literature Review. *Empirical Economics Letters*, 21 (April), 183–206. <https://www.researchgate.net/publication/363919302>
- Theras AG Wood. (2020). *How start-ups see the future of remote work*. World Economic Forum. <https://www.weforum.org/stories/2020/07/coronavirus-covid19-working-remote-pandemic/>
- Wariati, A. (2024). Increasing Employee Productivity: Analysis of Employee Engagement. *International Journal of Advanced Multidisciplinary*, 3 (2), 209–223.
- Waworuntu, EC, Kainde, SJR, & Mandagi, DW (2022). Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees: A Systematic Review. *Society*, 10 (2), 384–398. <https://doi.org/10.33019/society.v10i2.464>
- Yadav, P. (2024). Impact of Remote Work on Employee Well Being-A Conceptual Perspective. *International Journal of Management (IJM)*, 15 (2), 96–107. https://iaeme.com/MasterAdmin/Journal_uploads/IJM/VOLUME_15_ISSUE_2/IJM_15_02_008.pdf