

THE EFFECT OF WORK FLEXIBILITY AND ORGANIZATIONAL SUPPORT ON *THE WORK LIFE BALANCE* OF EMPLOYEES OF PT INDUSTRI KAPAL INDONESIA (PERSERO) MAKASSAR CITY

Sakhiya Nathasya¹, Zainal Ruma², Tenri Sayu Puspitaningsih Dipoatmodjo³

¹⁻³⁾ Management, Makassar State University, Makassar, Indonesia

E-mail: skhyaanthsyaa@gmail.com

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Abstract

The Influence of Work Flexibility and Organizational Support on Employee Work-Life Balance at PT Industri Kapal Indonesia (Persero) Makassar City. This study was conducted to examine the extent to which work flexibility and organizational support can affect the level of employee work-life balance at PT Industri Kapal Indonesia (Persero) Makassar City. The focus of the research is directed to identify which variables have the greatest contribution to improving work-life balance, as well as to understand how the relationship between these two variables shapes employee perceptions and experiences in balancing work demands with personal needs. The research approach used is a quantitative method with an associative design. Data collection was carried out through the distribution of questionnaires to 132 employees of PT Industri Kapal Indonesia (Persero). The analysis techniques used include instrument tests, classical assumption tests, multiple linear regression, and partial (t-test) and simultaneous (F test) tests to assess the influence of independent variables (work flexibility and organizational support) on dependent variables (work life balance). The results of the analysis show that work flexibility has a positive and significant influence on employees' work-life balance. Organizational support is also proven to have a significant influence on employees' ability to achieve work-life balance. In addition, the results of simultaneous tests show that the two variables together contribute strongly in improving work-life balance. These findings indicate that a combination of flexible policies and organizational support can strengthen employee well-being, reduce work pressure, and encourage a more adaptive work environment.

Keywords: *Work Flexibility, Organizational Support, Work-Life Balance.*

1. INTRODUCTION

In the era of globalization, human resources have an important role as one of the factors that contribute to the organization. To achieve the goals of efficiency and effectiveness, organizational development is responsible for the process of developing the skills and expertise of employees or human resources (HR). Human Resource Management (HRM) also plays an important role in improving employee welfare, especially in the digital era which demands adaptive changes in the world of work. Good employee welfare has been proven to increase productivity, motivation, and loyalty, thereby providing benefits for employees and the company as a whole (Triyanto et al, 2024); (Puspitasari et al, 2025)

Along with the development of the increasingly dynamic and challenging world of work, attention to employee welfare has become increasingly important. When well-being is made a priority in sustainable HR management, companies are able to build a work environment that encourages productivity while meeting the personal needs of employees. . One of the concepts that is now getting the main spotlight in HR is (Puspitasari et al, 2025:2) *Work Life Balance* (WLB), which is the ability of employees to balance the demands of their work and personal lives. Employee well-being not only supports a balance between personal

and work life, but is also an important strategy to increase loyalty, creativity, and motivation. When well-being is prioritized in sustainable HR management, companies are able to build a work environment that encourages productivity while meeting employees' personal needs. This approach has a dual impact, benefiting employees in terms of well-being and facilitating the achievement of overall organizational goals (Puspitasari et al, 2025) *Work-life balance* (WLB) is a state in which an individual is able to manage and divide responsibilities at work, family life, and other responsibilities, resulting in a separation between family life and professional career. When employees have achieved (Stuart et al, 2025) *work-life balance*, the benefits obtained include increasing job satisfaction, improving physical and mental health, and reducing work stress. (Mahardika et al, 2022)

One of the factors that contributes to achieving *work-life balance* is work flexibility, which is an effective strategy in improving the quality of employee work. Flexibility is one of the policies implemented by the company and given to employees, both formal and informal, related to the work schedule, the place of work carried out, and the time to complete the tasks given. (Stuart, 2025)

The work flexibility provided by companies and organizations can contribute quite well to *work-life balance*. This is in accordance with the findings of research from Silminawati and Rachmawati, where employees can balance between their personal life and their work, because of the work flexibility applied (Silminawati & Rachmawati, 2022).

In addition to work flexibility, organizational support in the workplace is also needed to achieve *this work-life balance*. With the support provided by the organization, it shows that the organization provides policies that can help its employees in meeting their needs, both in the work environment and outside the work environment to avoid role conflicts (Deski & Chusairi, 2024) ; (Deski & Chusairi, 2024). Organizations can help employees in overcoming and reducing the possibility of conflicts when managing work demands and responsibilities outside of work by providing the necessary support to employees. Employees who receive good organizational support will form a perception of the organization's concern and attention to their well-being. Employee perception related to the support received from their organization is called organizational support perception. (Rabani & Budiani, 2021)

PT Industri Kapal Indonesia (Persero) or PT IKI is one of the State-Owned Enterprises (SOEs) engaged in the shipbuilding industry, located in Makassar City. The company has a strategic role in the construction, maintenance, and repair of ships, which supports the needs of national sea transportation and strengthens the capacity of the domestic maritime industry. PT IKI has a formal and hierarchical organizational structure, with strict standard operating procedures, including rigid working hours and clear task arrangements for each employee. The work environment in this company demands high discipline, consistency, and productivity in completing work, both in the production of new ships and the maintenance of ships that are currently operating.

With a total of 185 employees, PT IKI faces challenges in maintaining a balance between work demands and employees' personal lives. This is relevant in research on *work-life balance*, especially when examined from the perspective of work flexibility and organizational support, which has the potential to affect the consistency of attendance, productivity, and overall employee well-being.

In the context of the company, it is important to look at the real conditions in the field as a support for the urgency of research. Based on internal data from PT Industri Kapal Indonesia (Persero) Makassar City, the employee attendance rate in the January-July 2025 period was 93.21 percent of a total of 185 employees. Although this figure is quite high, there is still a percentage of permits that reaches 6.78 percent, including leave of 3.05 percent, ordinary leave of 1.62 percent, and sick leave of 1.85 percent. This condition indicates that there are still certain factors that affect the consistency of employee attendance and productivity.

Although the employee attendance rate of PT Industri Kapal Indonesia (Persero) Makassar City is relatively high, there is still a permit of 6.78 percent which reflects an imbalance between work and personal life. If this condition continues, it has the potential to reduce productivity, cause work stress, and increase the risk of burnout and *turnover intention* that is detrimental to the company.

To strengthen the initial indications related to employee working conditions, the researcher conducted preliminary interviews with three employees from the HR, engineering, and production departments. The results of this interview provide a direct overview of how work flexibility, organizational support, and *work-life balance* are felt within PT Industri Kapal Indonesia (Persero) Makassar City.

From the interview, it can be seen that the three interviewees have similar experiences related to work flexibility, where fixed entry and exit times make employees not have the flexibility to adjust working hours according to personal needs. Both HR, engineering, and production employees revealed that the attendance system and the nature of work that require direct attendance cause very limited room for time adjustment, especially when there are urgent family needs.

In terms of organizational support, employees acknowledged the existence of facilities such as BPJS, employee meals, training, and technical assistance from superiors. However, the three considered that the form of emotional support, personal appreciation, and equal access to facilities had not been fully felt. Especially in engineering and production employees, there is a view that their contributions have not received real appreciation, even though their role greatly determines the company's operations.

Meanwhile, regarding *work-life balance*, the speakers pointed out that work has a real impact on personal conditions, time with family, and fatigue levels. HR employees can still maintain a balance in certain situations, but engineering and production employees state that workload, target pressure, and physical demands make rest time and personal life very limited. This condition shows that the balance between work and personal life has not been optimally realized.

The results of this interview confirm that the limitations of work flexibility, organizational support that has not been optimally felt, and the disruption of employee life balance are real phenomena in the field. Therefore, research on the relationship between these three variables is relevant and important to be carried out at PT Industri Kapal Indonesia (Persero) Makassar City.

In addition, the company has provided various facilities to support employee welfare such as BPJS Kesehatan, BPJS Ketenagakerjaan, employee cooperatives, P3K Rooms, official transportation, dining facilities, and sports facilities. The provision of these facilities

shows a form of organizational support for employee welfare. However, the availability of facilities does not necessarily fully guarantee the achievement of *work-life balance*, considering that there is still a workload, demands for working hours, and regulations that regulate attendance discipline.

This is strengthened by the existence of an official document in the form of an SOP for Employee Attendance and Exit Permits (Number IKI-SOP-SDM-02 Revision 03) which emphasizes that digital attendance (*finger print*) must be done twice a day, at 07.30 am and 16.30 pm. The regulation is a form of company control over work discipline, but on the other hand it can pose challenges for employees in balancing personal needs with work obligations, especially when facing emergency conditions or family needs.

This phenomenon illustrates the tension between work flexibility and organizational support in influencing employees' *work-life balance* levels. On the one hand, companies have sought to provide support through facilities and social security, but on the other hand, strict regulations regarding attendance and permits can limit employees' work flexibility.

In the context of increasingly complex globalization, attention to employee well-being and the implementation of the *Work Life Balance* (WLB) concept are becoming more urgent, given their significant impact on employee productivity and loyalty. As expressed by (2025:2), when well-being is made a priority in sustainable HR management, companies are able to build a work environment that encourages productivity while meeting employees' personal needs. This shows that companies that prioritize employee well-being are not only investing in human resources, but also in the sustainability and success of the organization as a whole. Puspitasari et al.

This study is different from previous research because it examines the influence of work flexibility and organizational support simultaneously in the context of state-owned enterprises in the shipyard industry, which has strict attendance regulations but also provides quite complete organizational support facilities

Therefore, this study is expected to provide a clear picture of the relationship between the two variables and provide recommendations for company management to formulate more effective policies in supporting employee welfare.

2. RESEARCH METHOD

This research method uses a quantitative approach with the type of associative research, which aims to test and analyze the influence of work flexibility and organizational support on employee work-life balance. The quantitative approach was chosen because it is able to explain the relationship between variables objectively and systematically through numerical measurement, statistical data processing, and hypothesis testing that has been formulated based on the foundation of theory and previous research.

Data collection was carried out using structured research instruments in the form of questionnaires compiled based on the indicators of each variable, and supported by observations, interviews, and documentation to strengthen understanding of empirical conditions in the field. This research was carried out at PT Industri Kapal Indonesia (Persero) Makassar City from October to November 2025.

The population in this study is all permanent employees of PT Industri Kapal Indonesia (Persero) Makassar City which is 132 people, and the entire population is used as a research sample (total sampling). The data analysis technique was carried out with the help

of the SPSS for Windows version 25 program, with the stages of analysis including research instrument tests (validity and reliability tests), classical assumption tests, and hypothesis tests through multiple linear regression analysis, partial tests (t tests), simultaneous tests (F tests), and determination coefficients to determine the amount of contribution of independent variables to dependent variables.

3. RESULTS AND DISCUSSION

Research Results

Validity Test

The results of the validity test conducted on all research instruments showed that the questionnaire used had met the eligibility criteria as a data collection tool. Each statement item in each variable was proven to have adequate ability to measure the construct being studied, so that it could be used at the next stage of analysis.

In the work flexibility variable (X1), all indicators totaling 15 items showed a calculated r value that was consistently higher than the *table r* value of 0.171. This achievement indicates that each statement has a significant correlation with the total score of the variable, so that the items in this instrument are declared valid and able to accurately reflect the concept of work flexibility.

Furthermore, the validity test of the organizational support variable (X2) showed that all 10 statement items had a *calculated r* value that exceeded *the r of the table*. This indicates that each indicator used is relevant in describing the level of organizational support as perceived by the respondents, so that the instrument on this variable is declared valid.

Meanwhile, in the work-life balance (Y) variable, the validity test results showed that all 12 statement items met the validity conditions, characterized by a *calculated r* value that was greater than *the r table*. These findings showed that each statement item was able to adequately capture the dimension of work-life balance.

Overall, it can be concluded that the research instruments used to measure work flexibility, organizational support, and work-life balance have met the validity standards. Thus, all statement items are suitable for use as a basis for further data collection and analysis in order to answer research objectives empirically and systematically.

Reliability Test

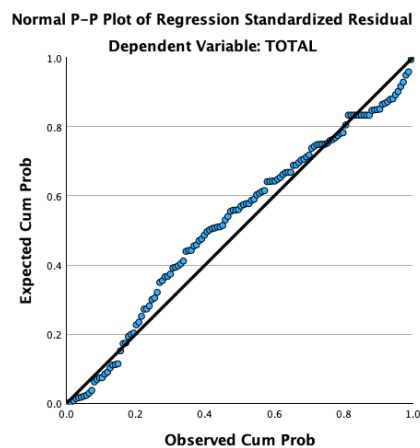
Based on the results of the reliability test presented in Table 4.15, it can be seen that all research instruments have a very good level of consistency. This is shown by Cronbach's Alpha value for each variable, which is all above the minimum reliability limit of 0.60.

The work flexibility variable obtained a Cronbach's Alpha value of 0.936, which indicates a very high level of instrument reliability. Furthermore, the organizational support variable showed a Cronbach's Alpha value of 0.922, so it can be stated that the statement item in this variable has strong internal consistency. Meanwhile, the work life balance variable also showed a Cronbach's Alpha value of 0.884, which indicates that the instruments in the variable are relatively reliable.

Overall, the results of the reliability test prove that all statement items in the questionnaire are able to produce stable and consistent answers from respondents. Thus, this

research instrument is suitable to be used as a measurement tool in advanced data analysis to support the achievement of research objectives empirically.

Classic Assumption Test Normality Test



Source: Data Processed By Researchers, 2025

As seen in the image above, it was found that there was a spread of dots that did not widen away from the diagonal line. Therefore, it can be concluded that the results meet the requirements for data normality based on *the p-plot test*. So it can be stated that the data used is distributed normally.

Multicollinearity Test

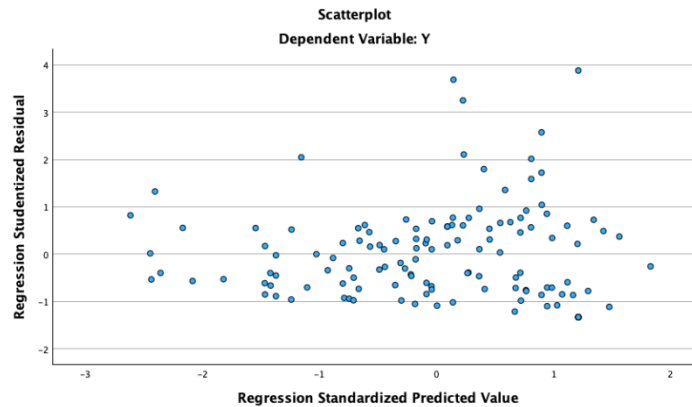
Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	6.645	4.158	1.598	.112			
	X1	.215	.079	.264	.007	.469	2.133	
	X2	.629	.139	.438	<.001	.469	2.133	

a. Dependent Variable: Y

Source: Data processed, 2026

As can be seen in the table above, in the *collinearity statistic column*, the TOL value of 0.469 is higher than the threshold value of 0.10 and the VIF value of 2.133 is lower than the threshold value of 10. These results conclude that there is no relationship between the independent variable or no symptoms of multicollinearity.

Heteroscedasticity Test and Glejser Test



Source: Data processed, 2026

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.014	1.636		.620	.537
	X1	.052	.031	.215	1.692	.093
	X2	-.035	.055	-.080	-.632	.528

a. Dependent Variable: Y

Source: Data processed, 2026

As shown in the figure above, that a random and irregular pattern of data distribution is seen to spread above and below the X axis symmetrically around the zero value. These results provide the conclusion that the regression model used has met the classical assumptions to predict the *work life balance* of employees of PT Industri kapal Indonesia (Persero) Makassar City. So that it can be stated that there are no symptoms of heteroscedasticity.

Based on the table above, for the variables of work flexibility and organizational support, a significance value of 0.093 and 0.528 was obtained. Each of these values exceeded the limit of 0.05. The results provide a conclusion that the data in this study is homoscedasticity or no symptoms of heteroscedasticity are found.

Multiple Linear Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.645	4.158		1.598	.112		
	X1	.215	.079	.264	2.726	.007	.469	2.133
	X2	.629	.139	.438	4.515	<.001	.469	2.133

a. Dependent Variable: Y

Source: Data processed, 2026

The results obtained in the table above can be written in the form of the following regression equation:

$$Y = 6.645 + 0.215X_1 + 0.629X_2 + e$$

So it can be concluded:

- 1) The value of constant (a) in the regression equation is 6.645, which means that the average value of *Work Life Balance* when the variables of work flexibility and organizational support are equal to zero. So it is the basic value of *Work Life Balance* without the influence of the two independent variables.
- 2) The variable of work flexibility (X_1) has a coefficient value of 0.215, which means that every one unit increase in work flexibility will increase the *Work Life Balance* by 0.215, assuming the other variables are constant.
- 3) The organizational support variable (X_2) has a coefficient value of 0.629, which means that every one unit increase in organizational support will increase the *Work Life Balance* by 0.215, assuming the other variables are constant.

Uji Hypothesis

Partial Test (t-test)

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1	(Constant)	6.645	4.158	1.598	.112		
	X1	.215	.079	.264	.007	.469	2.133
	X2	.629	.139	.438	<.001	.469	2.133

a. Dependent Variable: Y

Source: Data processed, 2026

Based on the table of partial test results (t-test), the hypothesis interpretation is as follows:

- 1) The effect of work flexibility (X_1) on *Work Life Balance*

Based on the results of the partial test (t-test), $t_{\text{calculation}}$ was obtained of $2.726 > t_{\text{table}}$ 1.993. Thus, partial work flexibility has a positive and significant effect on the *Work Life Balance* so that H_1 is accepted.

- 2) The effect of organizational support (X_2) on *Work Life Balance*

Based on the results of the partial test (t-test), $t_{\text{calculation}}$ was obtained of $4.515 > t_{\text{table}}$ 1.993. Thus, partial organizational support has a positive and significant effect on the *Work Life Balance* so that H_1 is accepted.

Simultaneous Test (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3516.467	2	1758.234	48.799	<.001 ^b
	Residual	4647.866	129	36.030		
	Total	8164.333	131			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Data processed, 2026

Based on the table above, the results of the simultaneous test (F test) above, a Fcal value of $48.799 > F_{table} 3.07$ with a significance value (Sig.) of $0.001 < 0.05$ then H3 was accepted. From this, it can be concluded that work flexibility and organizational support simultaneously have a significant effect on *the Work Life Balance* of employees of PT Industri kapal Indonesia (Persero) Makassar City.

Coefficient of Determination Test (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.705	.700	5.65476

a. Predictors: (Constant), X2, X1

Source: Data processed, 2026

As seen in table 4.21, the value contained in the *Adjusted R Square* column is 0.705. The results provide the conclusion that the amount of the independent variable in explaining the bound variable. The value obtained is 0.705 or 70.5 percent, meaning that work flexibility and organizational support have an effect of 70.5 percent on *the Work Life Balance* of employees of PT Industri kapal Indonesia (Persero) Makassar City. The other result, which is 29.5 percent, is the influence of other variables that are not explained in this study.

Discussion

The Effect of Work Flexibility on *the Work Life Balance* of Employees of PT Industri Kapal Indonesia (Persero) Makassar City

Based on the results of data analysis, it was found that there was a positive and significant influence of work flexibility on *the Work Life Balance* of employees of PT Industri kapal Indonesia (Persero) Makassar City. The results of this study show that work flexibility has a positive and significant influence on *the Work Life Balance* of employees of PT Industri Kapal Indonesia (Persero) Makassar City. The findings were obtained based

on respondent data which showed that the majority of employees gave an assessment of agreeing and strongly agreed on the importance of freedom in managing time and work execution, especially related to personal needs and unpredictable family conditions. This indicates that employees assess work flexibility as a factor that helps them reduce role pressure and balance work demands with personal lives.

However, the results of the study also revealed that a small number of employees still feel limited flexibility due to strict attendance rules, such as the obligation to have a finger print attendance at certain hours. Some employees revealed that they occasionally have difficulty completing personal affairs because there is no room to negotiate working time. This condition shows that although work flexibility has been benefited, more adaptive implementation is still needed so that all employees can feel an optimal work-life balance.

These findings are in line with previous research conducted by Silminawati & Rachmawati (2022), which showed that work flexibility has a significant positive effect on *Work Life Balance* because it provides space for employees to adjust their work rhythm to personal needs. Thus, the results of this study further strengthen the empirical evidence that work flexibility is one of the effective HR management strategies to improve employee welfare.

The Effect of Organizational Support on the *Work Life Balance* of PT Industri Kapal Indonesia (Persero) Makassar City Employees

The results of the study show that organizational support has a positive and significant influence on the *Work Life Balance* of employees of PT Industri Kapal Indonesia (Persero) Makassar City. This finding was obtained from questionnaire data indicating that most employees considered that the company had provided a form of support that helped them in carrying out their duties through the assistance of their superiors when facing obstacles, the provision of adequate work facilities, and the company's attention to employee welfare. The validity and reliability of all items of the organization's support variable statements that meet the statistical criteria further strengthens the consistency of the employee's perception.

However, the study also found that work-life balance has not been fully realized for all employees. This can be seen from the company's internal data which shows that there is still a fairly visible level of leave and leave, which is 6.78 percent of the total employees. This figure reflects that some employees still face conditions that make them not able to fully balance the demands of work with personal needs. This situation illustrates that the available organizational support is not always able to reach all aspects of employee needs as a whole.

In addition, the company's hierarchical structural conditions and relatively strict attendance rules are also factors that affect the employee's experience of work-life balance. Some employees still feel limited in conveying the obstacles they face, so that assistance from superiors is sometimes not delivered optimally. Even though facilities have been provided quite well, certain regulations such as rigid attendance hours are still an obstacle for some employees in achieving this balance.

The results of this study are in line with various previous studies, such as those conducted by Rabani & Budiani (2021) and Mutiara Deski & Chusairi (2024), which confirm that employees' perception of organizational support has a strong and significant

relationship with the level of *Work Life Balance*. When employees feel that the organization provides adequate attention and support, both related to work needs and personal needs, they tend to feel better role balance and have lower role pressure.

Overall, this study confirms that the greater the organizational support that employees receive, the higher the level of *Work Life Balance* they can achieve. However, companies still need to make adjustments in terms of communication, attendance policies, and equitable distribution of facilities so that all employees can feel the benefits of organizational support more evenly.

The Effect of Work Flexibility and Organizational Support on the *Work Life Balance* of Employees of PT Industri Kapal Indonesia (Persero) Makassar City

The results of the study show that work flexibility and organizational support have a positive and significant influence on the *work life balance* of employees of PT Industri Kapal Indonesia (Persero) Makassar City. The findings were obtained based on a series of statistical tests, where the work flexibility variable produced a *tcal value* of 2.726 which was greater than the *table* of 1.993 so that it was declared to have a significant effect. Similarly, the organizational support variable that obtained a *tcount* of 4.515, showed a significant influence on the work life balance. Simultaneously, the two variables produced a *Calculation* of 48.799 higher than the *Calculation* of 3.07, so it was proven to have a significant influence together on the work-life balance of employees.

The results were taken based on data that the majority of employees of PT Industri Kapal Indonesia (Persero) Makassar City felt real support from the company, such as welfare facilities (BPJS Kesehatan dan Ketenagakerjaan), employee cooperatives, company clinics, transportation facilities, and sports facilities. However, even though the facilities provided are quite complete, internal attendance data shows that the level of employee permits is still at 6.78 percent. This condition indicates that the *work-life balance* has not been fully achieved even though the organization's support is formally present.

In addition, the regulation of attendance discipline through *finger prints* at 07.30 and 16.30 every weekday is seen as one of the factors that limit employee flexibility. This strict attendance policy creates tension between the need to complete work responsibilities and personal needs that also demand attention. This is in line with the *Boundary Theory* theory which explains that the flexibility of time and workspace allows employees to establish a healthier boundary between work roles and personal lives. When the flexibility policy is not optimal, employees are more at risk of experiencing role imbalances.

However, the findings of the study show that most employees still benefit from certain flexibility available in daily operations, including setting a work rhythm in a shipyard environment that demands a variety of activities. On the other hand, there are still a small number of employees who have difficulty balancing office duties with personal needs because they are not open enough to their superiors about the obstacles they face. This condition shows the importance of the role of leaders in providing direction, feedback, and constructive reprimands as a form of organizational concern for employee welfare.

These findings also reinforce the results of previous research that proves that work flexibility and organizational support play a significant role in improving *work-life balance*.

For example, research by Silminawati & Rachmawati (2022) found that work flexibility is able to help employees balance work and personal life. Similarly, studies by Rabani & Budiani (2021) and Mutiara Deski & Chusairi (2024) confirm that organizational support is positively related to *work-life balance*. Research by Emur & Satrya (2024) and Wiley (2024) also shows that when work flexibility and organizational support are provided simultaneously, employees' work-life balance increases significantly. The empirical findings in this thesis are consistent with these results and strengthen the evidence that these two factors are the main determinants of *work-life balance* in the context of labor-intensive production SOEs such as PT Industri Kapal Indonesia (Persero) Makassar City.

Thus, it can be concluded that the better the work flexibility policy supported by the organization's facilities and attention, the higher the employee's *work-life balance*. This study underlines that improving flexibility policies and increasing organizational support not only have an impact on improving employee welfare, but also on the productivity and sustainability of the organization as a whole.

4. CONCLUSION

This study concludes that work flexibility and organizational support have a positive and significant influence on the work-life balance of employees of PT Industri Kapal Indonesia (Persero) Makassar City, both partially and simultaneously. Work flexibility plays an important role in providing space for employees to manage the boundaries between work demands and personal life, so as to be able to reduce role conflicts and improve psychological well-being. Meanwhile, organizational support reflected through policies, facilities, supervisors' attention, and appreciation for employee contributions has been proven to strengthen the perception of organizational concern for employee welfare, which ultimately encourages the achievement of work-life balance.

Simultaneously, the combination of work flexibility and organizational support is the main foundation in building a better work-life balance in a work environment that has relatively strict operational characteristics and attendance regulations. These findings confirm that the provision of welfare facilities alone is not enough without being balanced with adaptive work policies and organizational support that is felt by employees.

Based on the results of this study, the management of PT Industri Kapal Indonesia (Persero) Makassar City is advised to consider the development of a more contextual and measurable work flexibility policy, without ignoring the company's operational needs. In addition, strengthening organizational support through improving the quality of superior-subordinate relationships, providing fair appreciation, and attention to the emotional and professional needs of employees needs to be a focus in human resource management. Further research is suggested to examine other variables that have the potential to affect work-life balance, such as workload, leadership style, or organizational culture, in order to gain a more comprehensive understanding of strategies to improve employee welfare in the industrial sector.

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