



Millennial Working Moms Performance: The Impact of Work-Life Balance and Mental Health with Social Support and Organizational Trust

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ABSTRACT

The phenomenon of increasing suicide cases in Indonesia is attributed to mental health issues, with more women affected than men. Indonesian culture assigns women more significant roles and responsibilities in domestic and childcare duties, coupled with the pressure of modern work environments. This can cause several mental health problems for millennial working moms who juggle multiple roles. Achieving a healthy work-life balance is crucial for them. This study investigates the impact of work-life balance on millennial working moms' mental health and performance, focusing on the moderating effects of social support and organizational trust. Quantitative methods and SEM-PLS analysis collected data from 172 millennial working moms at the Directorate General of Taxes in Bali. The criteria for purposive sampling included being married, employed as permanent staff at the Directorate General of Taxes in Bali, and classified as millennials (born between 1980 and 2000). Findings reveal that work-life balance positively impacts mental

health but does not directly influence performance. However, mental health mediates the relationship between work-life balance and performance. Social support and organizational trust did not significantly moderate these relationships. The study underscores the importance of maintaining a healthy work-life balance and mental health to enhance millennial working moms' performance while highlighting the need for organizational policies that foster trust and support work-life balance. Future research should incorporate qualitative methods to gain deeper insights into the personal experiences of millennial working moms.

1. INTRODUCTION

Mothers can have various roles in life, but no one can replace a mother's vital role in the family. A woman's role as a mother carries significant responsibility. Apart from that, being a mother is full of sacrifices, struggles, and challenges that are not easy to overcome, including for working mothers, or what is better known as working moms. The term "working mom" signifies that, in addition to her role as a mother, a woman also pursues a career according to her skills and passion. Data from the Indonesia Central Statistics Agency (BPS) in 2022 shows that the number of working women in Indonesia, aged 15 years and over, is 39.52%, totaling 51.79 million, while the percentage of women working as professional workers in 2022 is projected to reach 49.99%. This percentage has continued to increase over the last 10 years.

Changes in the dynamics of the world of work present their own challenges for working mothers, who are often under pressure to juggle dual roles (Agustiari & Darma, 2022). Apart from being required to be responsible and professional in their work, they also have to prioritize their families, especially those who belong to the millennial generation. The millennial generation, aged between 19 and 39 years, is classified as a productive age group (Mahyuni et al., 2020). The complexity and pressure of the world of work sometimes become burdensome for working mothers, leading to role conflicts. These conflicts can affect productivity at work and overall quality of life (Yuni & Darma, 2022). To fulfill all roles effectively, millennial working moms need to achieve a healthy balance in both spheres, often referred to as work-life balance.

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Based on the Conflict Theory proposed by Greenhaus & Beutell, (1985) millennial working moms experience significant stress and role conflict due to the competing demands of professional and familial responsibilities. This can negatively impact their mental health and work performance. According to the Spillover Theory, work-related experiences can influence non-work areas and vice versa (Wilensky, 1960). For millennial working moms, stress or satisfaction from work can extend into their home life, affecting their overall well-being and job performance. Understanding these dynamics is crucial for developing strategies to support work-life balance for millennial working moms.

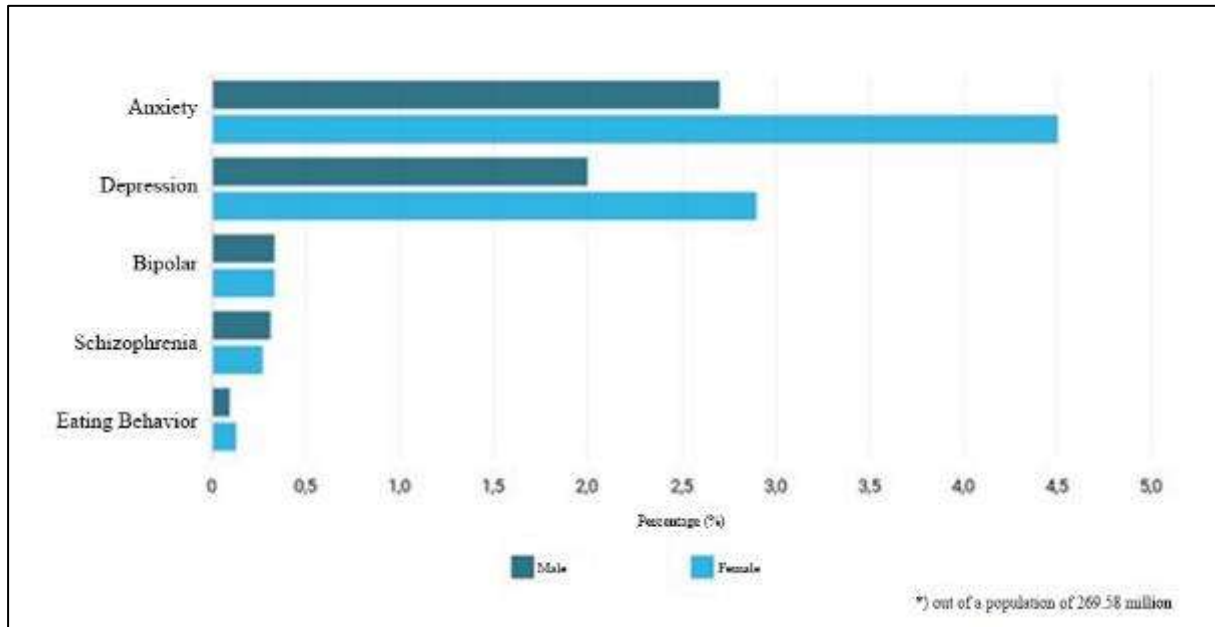


Figure 1. Prevalence of Mental Health Disorders in Indonesia Based on Gender
(Source: Databoks, 2023)

The National Criminal Information Center (Pusat Informasi Kriminal Nasional-Pusiknas) of the Indonesian Police (POLRI) reported 971 cases of suicide in Indonesia up to October 2023, surpassing the 900 cases recorded in 2022. This surge in suicide cases is attributed to mental health disorders. As depicted in Figure 1, women are more affected by mental health disorders than men. Women are particularly vulnerable due to the cultural expectations in Indonesia, which impose various roles and responsibilities related to domestic work and childcare. The high pressure in the workplace, coupled with demands outside of work, can lead to several mental health issues for millennial working moms who juggle multiple roles. These figures are relevant to the research as they highlight the disproportionate impact of mental health disorders on women, particularly working mothers. Understanding the prevalence of these disorders among women underscores the importance of addressing work-life balance and its effects on mental health and performance in millennial working moms. This context provides a foundation for exploring how achieving a healthy work-life balance can mitigate mental health issues and improve overall well-being and job performance. Ahmad et al., (2022) observed that stress negatively impacts employee performance, while Bataineh, (2019) noted that achieving work-life balance and happiness positively and significantly influences performance.

Work-life balance refers to a condition wherein individuals effectively manage and allocate their time and efforts between work responsibilities, family life, and other obligations, minimizing conflicts between these domains. It is characterized by equal levels of role involvement and satisfaction in both work and family spheres, facilitated by the individual's proficiency in managing various responsibilities and prioritizing tasks (Handayani et al., 2015). It can also be seen as a method for companies to adapt employees' work patterns so they can manage family commitments alongside work responsibilities, fostering a balanced approach (Mendis & Weerakkody, 2017). The concept of work-life balance holds significant importance for both organizations and individuals, as it has been shown to significantly enhance employee productivity, consequently benefiting organizational performance (Murthy & Guthrie, 2012; Wolor, 2020; Sakitri, 2021). Performance plays an important role in career advancement and personal fulfillment, especially for millennial working moms. The increasing demands and pressures in both work and family domains can impact individual performance. Sánchez-Hernández et al., (2019) highlighted that

work-life balance includes various aspects within a company, including health aspects, work stress, welfare, quality of life, organizational performance, and social relationships.

Social factors, particularly social support, play a crucial role in positively influencing the implementation of work-life balance. Boakye et al., (2021) found that social support significantly impacts the work-life balance and performance of dual-role mothers, including those pursuing education. This is highly relevant to the research on millennial working moms, as social support can help mitigate the stress and anxiety associated with balancing professional and family responsibilities. Research by Jacobson et al., (2017) that social support can reduce symptoms of anxiety and insomnia, further underscoring its importance. Additionally, Qi et al., (2020) identified higher rates of mental health issues among individuals with lower levels of social support, highlighting the protective role social support can play in maintaining mental health. Understanding the relationship between social support and work-life balance can provide insights into how to improve the mental health and performance of millennial working moms.

Organizational trust is essential for successful team collaboration, as mutual trust among team members fosters effective interactions. Caniago & Sudarmi, (2021) found that trust in leaders or colleagues significantly impacts employee performance, making it highly relevant to the research on millennial working moms. High levels of organizational trust enhance employee self-efficacy, leading to better performance and positive outcomes. Sarmawa, Widayani, and Martini, (2020) emphasize that maintaining organizational trust is crucial for sustaining long-term performance. However, Anwar & Santosa, (2013) noted that trust in leaders does not always correlate with employee performance, suggesting that the context of trust may vary. Understanding how organizational trust affects the mental health and performance of millennial working moms can provide insights into creating supportive work environments that enhance their overall well-being and productivity.

Considering the background context, the phenomena that occurred, and inconsistencies in the results of previous research as described above, it was considered relevant to undertake a renewed investigation into the impact of Work-Life Balance on Performance and Mental Health of Millennial Working Moms. Additionally, this study will explore the moderating effects of variables such as social support and organizational trust. Figure 2 illustrates the conceptual model proposed in this study (Figure 2).

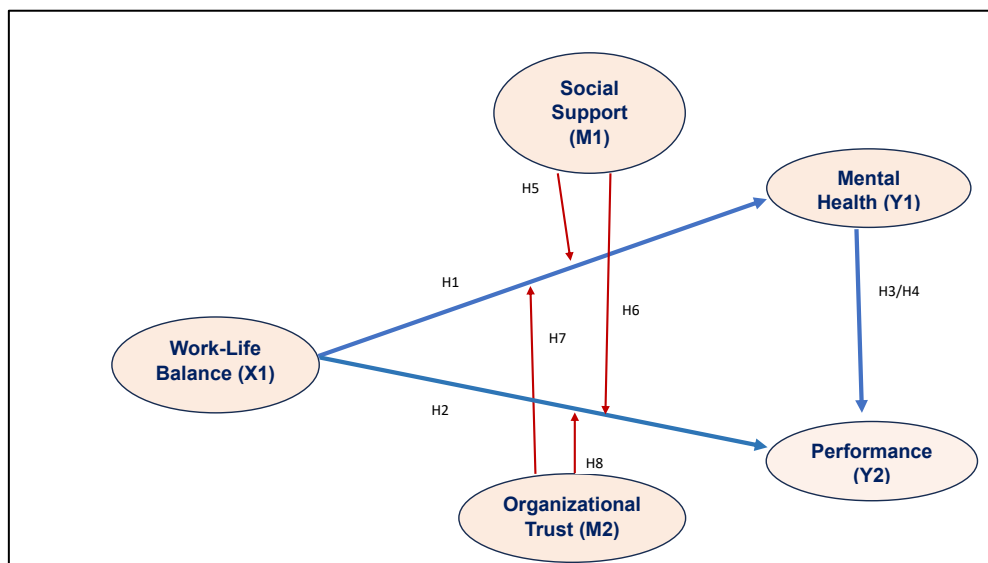


Figure 2. Conceptual Model

2. METHOD

This study employed a quantitative methodology. To assess the theoretical constructs, a survey was designed and administered to millennial working moms at the Directorate General of Taxes in Bali. Data were gathered using purposive sampling and analyzed using SEM-PLS. The respondents were married woman, employed as permanent staff at the Directorate General of Taxes in Bali, and classified as millennials (born between 1980 and 2000). The respondents' perceptions of constructs including work-life balance (X1), mental health (Y1), performance (Y2), social support (M1), and organizational trust (M2) were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The World Health Organization (Organization, 2022) defines mental health as a state of well-being wherein individuals are aware of their own capabilities, can effectively manage the typical stresses of life,

can engage in productive and fulfilling work, and are capable of making meaningful contributions to their communities. The research findings indicate that both work-life balance and happiness positively and significantly influence employee performance. Happiness is identified as one of the characteristics of mental health (Zulkarnain & Fatimah, 2019). Notably, emotional exhaustion requires attention due to its adverse impact on employee performance (Klusmann et al., 2021). Furthermore, hypothesis testing reveals that work-life balance and work motivation simultaneously impact a significant effect on employee performance (Wismawan & Luturlean, 2022). The correlation between mental health and work performance is gaining prominence in organizational literature, with employee mental health demonstrating a positive association with work performance. This perspective aligns with the happy-productive worker hypothesis, which suggests a positive link between mental health and work performance. Lu et al., (2022) discovered that employee mental health positively influenced work performance, with innovative behavior and work engagement mediating this relationship.

As a result, in the present study, models in which mental health is included as a mediator or an independent variable are examined.

Hypothesis 1. Work life balance affects the mental health of millennial working moms.

Hypothesis 2. Work life balance affects the performance of millennial working moms.

Hypothesis 3. Mental health affects the performance of millennial working moms.

Hypothesis 4. Mental health may mediate the relationship between work-life balance and performance.

Social support includes the caring and assistance provided by individuals in one's social circle, sustaining feelings of acceptance, appreciation, and love. Kaplan et al., (1977) noted that consistent support can enhance psychological well-being and protect against stress. Furthermore, social support applies a positive influence on health, a benefit that may manifest even in non-stressful situations. Organizational trust involves the confidence of individuals or groups in the organization's commitment to uphold its promises, whether explicitly stated or implied. When employees have high trust in the organization, their self-efficacy is more likely to yield a positive impact. Maintaining organizational trust is crucial to ensuring sustained organizational performance over the long term (Sarmawa et al., 2020).

The neighborhood and living environment can influence various health outcomes, including mental health and depression (Pickett & Pearl, 2001). Lower levels of social support, in turn, can affect residents' vulnerability to stress and depressive symptoms (Kubzansky et al., 2005). A conducive work environment, characterized by a comfortable atmosphere, support from colleagues and supervisors, and flexibility in working hours, can facilitate better work-life balance, thus positively impacting employee mental health and performance (Greenhaus et al., 2003). The absence of work-life balance implementation is often linked to trust issues within the organization, such as distrust of management or insufficient support from superiors, which can elevate the risk of mental health problems (Greenhaus & Allen, 2011). While good work-life balance can enhance employee performance, trust issues within the organization may moderate this relationship, potentially limiting the positive impact of work-life balance on performance (Bakker & Demerouti, 2007). Trust is essential in enhancing organizational performance (Paliszkievicz & Koohang, 2013).

Social support and organizational trust may moderate the effect of work life balance to mental health and work life balance to performance, Therefore, the proposed hypotheses are as follows:

Hypothesis 5. The moderating effect of social support may enhance the relationship between work-life balance and mental health.

Hypothesis 6. The moderating effect of social support may enhance the relationship between work-life balance and performance.

Hypothesis 7. The moderating effect of organizational trust may enhance the relationship between work-life balance and mental health.

Hypothesis 8. The moderating effect of organizational trust may enhance the relationship between work-life balance and performance.

3. RESULT AND DISCUSSION

A total of 172 respondents completed the survey as shown in Table 1. This table represents the demographic information of the research participants, including position, age, duration of employment, duration of marriage and number of children. Additionally, it indicates whether participants currently employ a household helper (domestic worker) and/or assisting babysitter.

Table 1. Respondents Characteristics

Demographic	Frequency	%
Position		
Section Chief	3	2%
Objection Reviewer	3	2%
Account Representative	73	42%
Executor	64	37%
Functional Tax Inspector / Assessor	16	9%
Functional Extension Officer / Assistant Extension Officer	13	8%
Age (Years)		
< 25	4	2%
25 - 30	65	38%
>30- 35	12	7%
>35- 40	78	45%
> 40	13	8%
Duration of employment at the Directorate General of Taxes (Years)		
< 2	0	0%
2 - 5	13	8%
> 5 - 10	94	55%
> 10	65	38%
Duration of marriage (years)		
< 2	32	19%
2 - 5	46	27%
> 5 - 10	43	25%
> 10	51	30%
Number of Children		
None	35	20%
1-2	112	65%
3-4	25	15%
> 4	0	0%
Do you currently have a Household Helper (Domestic Worker) and/or Assisting Babysitter		
No	106	62%
Yes	66	38%

Measurement Model Assessment

Prior to examining the hypotheses in the structural model, it is essential to validate the measurement model. The purpose of assessing the measurement model is to verify the reliability and accurate representation of the intended theoretical constructs. This evaluation includes confirming validity (both convergent and discriminant) as well as reliability (using Cronbach's Alpha and composite reliability).

Table 2. Convergent Validity

Constructs	AVE	Items	Outer Loadings	Constructs	AVE	Items	Outer Loadings
Work-Life Balance (X1)	0,633	X1.1	0,870	Performance (Y2)	0,704	Y2.1	0,560
		X1.2	0,869			Y2.4	0,869
		X1.3	0,784			Y2.5	0,916
		X1.4	0,823			Y2.6	0,856
		X1.5	0,849			Y2.7	0,933
		X1.6	0,682			Y2.8	0,892
		X1.7	0,719			Y2.9	0,814
		X1.8	0,746			Y2.10	0,817
Mental Health (Y1)	0,678	Y1.2	0,683	Social Support (M1)	0,774	M1.1	0,874
		Y1.3	0,764			M1.2	0,884
		Y1.4	0,782			M1.3	0,835
		Y1.5	0,738			M1.4	0,912
		Y1.6	0,764			M1.5	0,884
		Y1.7	0,862			M1.6	0,904
		Y1.8	0,849			M1.7	0,865
		Y1.9	0,871			M1.8	0,925
		Y1.10	0,884			M1.9	0,864
		Y1.11	0,891			M1.10	0,884

Constructs	AVE	Items	Outer Loadings	Constructs	AVE	Items	Outer Loadings
		Y1.12	0,849			M1.11	0,892
		Y1.13	0,900			M1.12	0,831
		Y1.14	0,852			M2.1	0,850
		Y1.15	0,919			M2.2	0,933
		Y1.16	0,862			M2.3	0,922
		Y1.17	0,801			M2.4	0,872
		Y1.18	0,823			M2.5	0,714
		Y1.19	0,871	Organization	0,740	M2.6	0,800
		Y1.20	0,858	al Trust (M2)		M2.7	0,857
		Y1.21	0,564			M2.8	0,887
						M2.9	0,850
						M2.10	0,908
						M2.11	0,856
						M2.12	0,850

The examination of outer loadings and average variance extracted (AVE) was carried out to evaluate convergent validity. The statistical values for validity met their respective criteria levels. As illustrated in Table 2, all values indicated strong support for the convergent validity of individual items within the constructs, with outer loadings exceeding 0.5. The data in Table 2, demonstrate that AVE values range from 0.633 to 0.774, consistently surpassed the recommended threshold of 0.5. These outcomes affirm the presence of convergent validity.

Discriminant validity was evaluated using the Fornell-Larcker Criterion, as shown in Table 3. The square root of AVE for each latent construct surpassed its inter-correlation estimates with other related constructs. These findings provide confirmation of discriminant validity.

Table 3. Discriminant Validity (Fornell Larcker Criterion)

	Mental Health	Organizational Trust	Performance	Social Support	Work-Life Balance
Mental Health	0,823				
Organizational Trust	-0,056	0,860			
Performance	0,893	-0,086	0,839		
Social Support	-0,041	0,932	-0,079	0,880	
Work-Life Balance	0,871	-0,110	0,783	-0,098	0,795

Note: Diagonal values (in bold) are squared roots of AVE

To measure the reliability of the constructs, as illustrated in Table 4, Cronbach's alpha (α) and composite reliability (CR) were employed to ensure an acceptable level of scale reliability. Statistical analysis indicated that all constructs showed Cronbach's alpha (α) values surpassing the threshold of 0.70, ranging from 0.916 for work-life balance to 0.976 for social support. Likewise, the composite reliability (CR) for all constructs followed the recommended threshold of 0.70, as suggested by Hair et al., (1998). Thus, the reliability of the constructs, as measured by Cronbach's Alpha and CR, is verified.

Table 4. Constructs Reliability

Latent Constructs	Cronbach's Alpha	Composite Reliability (CR)
Work-Life Balance (X1)	0,916	0,932
Mental Health (Y1)	0,974	0,977
Performance (Y2)	0,937	0,949
Social Support (M1)	0,976	0,976
Organizational Trust (M2)	0,968	0,971

Structural Model Assessment

After confirming the precision of the measurement model, the following step involves evaluating the structural model. This requires determining the coefficient of determination (R2) and the path coefficients through a bootstrapping technique. The coefficient of determination (R2) is utilized to evaluate the impact of specific independent variables on the dependent variable and its significance. As illustrated in Table 5, the adjusted R-square values for Mental Health and Performance are 0.763 and 0.797 respectively. An adjusted R-square value of ≥ 0.750 indicates a substantial influence (strong effect) of the independent

variables on the dependent variable, Thus, confirming the predictive effectiveness of the current study model.

Table 5. Coefficient of Determination (R2) Assessment

	R Square	R Square Adjusted
Mental Health	0,770	0,763
Performance	0,804	0,797

Examining the structural model provides a basis for hypothesis testing, as detailed in Table 6 and Figure 3. The results reveal that work-life balance significantly influences mental health ($t = 23.284, p = 0.000$); mental health significantly impacts performance ($t = 9.177, p = 0.000$). However, work-life balance was not found to have a significant path with performance ($t = 0.302, p = 0.762$). The mediating effect of mental health between work-life balance and performance is confirmed ($t = 8.827, p = 0.000$). However, the moderating impacts of social support and organizational trust on the relationship between work-life balance and both mental health and performance are all dismissed ($t < 1.96, p > 0.05$). Thus, research hypotheses H1, H3, and H4 were all accepted, whereas H2, H5, H6, H7, and H8 were rejected.

Table 6. Hypotheses Verification Results

	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
H ₁	Work-Life Balance -> Mental Health	0,861	0,873	0,037	23,284	0,000	Supported
H ₂	Work-Life Balance -> Performance	0,030	0,077	0,101	0,302	0,762	Not Supported
H ₃	Mental Health -> Performance	0,873	0,850	0,095	9,177	0,000	Supported
H ₄	Work-Life Balance -> Mental Health -> Performance	0,751	0,741	0,085	8,827	0,000	Supported
H ₅	X1*M1Y1 -> Mental Health	-0,003	-0,038	0,140	0,021	0,983	Not Supported
H ₆	X1*M1Y2 -> Performance	0,216	0,124	0,176	1,226	0,220	Not Supported
H ₇	X1*M2Y1 -> Mental Health	0,105	0,110	0,133	0,789	0,430	Not Supported
H ₈	X1*M2Y2 -> Performance	-0,180	-0,102	0,164	1,093	0,275	Not Supported

The finding from testing the first hypothesis indicates that work-life balance (X1) positively impacts mental health (Y1). This implies that greater balance between personal and professional life among millennial working moms correlates with better mental health. This result aligns with the spillover theory, asserting a connection between work and family life, wherein each can influence the other positively or negatively (Wilensky, 1960). Additionally, the outcomes of this hypothesis testing are consistent with prior research findings that work-life balance positively influences mental health (Borowiec & Drygas, 2022; Jamaludin et al., 2018; Boakye et al., 2021; Ahmad et al., 2022; (Mendis & Weerakkody, 2017). This means that the more millennial working moms feel a balance between their personal life and work, the better their mental health will be.

The result of testing the second hypothesis reveals that work-life balance (X1) does not positively impact the performance (Y2) of millennial working moms. This indicates that the level of work-life balance implementation does not influence performance levels. Analysis of the main characteristics of research respondents in Table 1, shows that the majority hold positions as account representatives, comprising 73 individuals (42%). In their roles as account representatives, millennial working moms often struggle with significant work pressure to meet targets set by the Directorate General of Taxes. This heavy work pressure includes stringent deadlines, high performance expectations, and a demanding workload, which can create a high-stress environment. These stressors may overwhelm the benefits gained from work-life balance initiatives, making it difficult for these individuals to translate balance into improved performance. Additionally, the constant need to meet organizational targets can lead to burnout, reducing their overall productivity and job effectiveness, regardless of their work-life balance efforts. These findings align with previous research, which found that work-life balance lacks a significant effect on performance (Rahmawati et al., 2021).

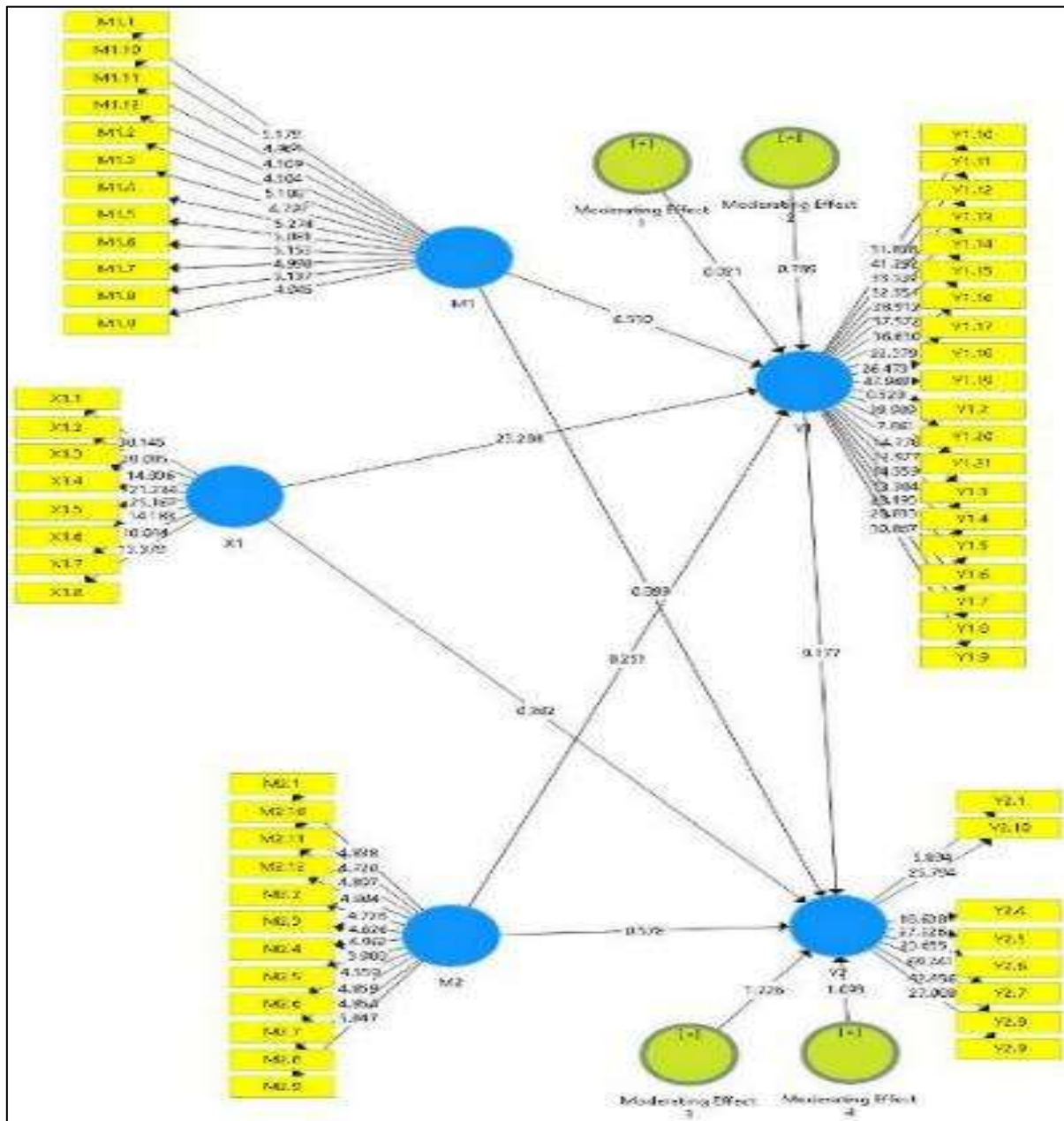


Figure 3. Path Diagram

The results from testing the third hypothesis indicate that mental health (Y1) positively influences the performance (Y2) of millennial working moms. This suggests that better mental health conditions in millennial working moms lead to higher performance levels. These findings align with the spillover theory, showing how positive mental health can transfer from personal to professional domains, resulting in improved performance outcomes. Additionally, this finding supports earlier research by Lu et al., (2022), which also found that mental health positively influences work performance.

The result of testing the fourth hypothesis reveals that mental health (Y1) serve as a mediator in the relationship between work-life balance (X1) and performance (Y2). The respondents in this study demonstrate the capacity to work unsupervised and responsibly in adherence to SOPs and relevant regulations. Findings from testing the fourth hypothesis align with the spillover theory and a prior study by Lu et al., (2022), which demonstrated that mental health could act as a mediator between work-life balance and performance. Mental health mediates the relationship between work-life balance and performance in several ways. Firstly, a healthy work-life balance reduces stress and prevents burnout, resulting in better mental health. Less stress and fatigue allow millennial working moms to be more focused, energetic, and motivated at work, enhancing their performance. Secondly, good mental health improves cognitive

functions like concentration, decision-making, and problem-solving, leading to higher productivity and efficiency. Lastly, positive mental health fosters optimism and job satisfaction, increasing engagement and commitment to work. This ensures that millennial working moms are more proactive, reliable, and effective. Thus, maintaining a healthy work-life balance positively impacts mental health, which in turn enhances performance. This highlights the importance of supporting work-life balance initiatives to improve both well-being and job outcomes for millennial working moms.

The outcomes of testing the 5th and 6th hypotheses provided insignificant results, indicating that social support was ineffective in moderating the correlation between work-life balance and both mental health and performance. According to the primary characteristics of the research respondents detailed in Table 1, most respondents, totaling 106 individuals (62%), do not receive assistance from household members or childcare providers for household tasks or childcare responsibilities. Individuals without such assistance experience a heavier workload and increased family responsibilities. As a result, social support does not enhance the relationship between work-life balance and the mental health of millennial working moms. Moreover, respondents who do not have household or childcare assistance face greater workloads and family duties, disrupting their work-life balance. Consequently, social support alone is insufficient to directly strengthen the connection between work-life balance and performance. The failure of social support to moderate these relationships might also be influenced by other unmeasured or uncontrolled variables in the study, such as the quality of social support, the presence of workplace policies, or individual coping mechanisms. The type and source of social support, whether emotional, instrumental, or informational, could vary in effectiveness. Additionally, personal factors like resilience, time management skills, and the inherent stress levels of different job roles may play a significant role.

The findings from testing the 7th and 8th hypotheses indicate that there were no significant results, suggesting that organizational trust did not effectively moderate the association between work-life balance, mental health, and performance. Analysis of the key characteristics of research participants shown in Table 1 indicates that the majority, accounting 73 individuals (42%), hold positions as account representatives. Roles such as account representatives generally offer less flexibility in work arrangements due to the pressure to uphold the organization's objectives and maintain organizational trust. This lack of flexibility may prevent millennial working moms from adjusting their work schedules to accommodate personal or familial needs, hence negatively impacting their work-life balance. Therefore, organizational trust alone is insufficient to directly strengthen the link between work-life balance and mental health. Furthermore, the primary characteristics of respondents in Table 1 show that the majority have 5-10 years of work experience, with 94 individuals (55%), followed by those with over 10 years of experience, totaling 65 individuals (38%). While millennial working moms with longer periods of service might already have a greater level of trust in their organizations, they may also face increased job demands over time, potentially leading to feelings of boredom or disinterest with their work, which ultimately affecting their performance. The lack of significant results may also be influenced by other unmeasured factors such as the quality of organizational trust, the specific nature of job roles, individual coping mechanisms, and the presence of supportive workplace policies. For example, while trust in the organization is important, it may not be sufficient to offset the stress and rigidity associated with certain job roles that lack flexibility. Additionally, personal factors like resilience, job satisfaction, and individual stress levels might play a significant role in how organizational trust impacts the relationship between work-life balance and performance. Therefore, organizational trust alone does not adequately enhance the connection between work-life balance and performance.

4. CONCLUSIONS AND RECOMMENDATIONS

Work-life balance has a positive impact on mental health. The research indicates that when millennial working moms feel satisfied with their personal lives, their mood improves, potentially enhancing their mental health. This means that the better the balance millennial working moms feel between their personal lives and work, the better their mental health will be. It is important for millennial working moms to manage their time and responsibilities wisely while also giving adequate attention to their personal lives. Engaging in activities such as pursuing hobbies, listening to music, meditating, or exercising can help boost the production of hormones that promote positive moods, such as dopamine, oxytocin, serotonin, and endorphins. Work-life balance does not significantly affect performance. The research shows that although respondents perceive a high level of work-life balance, this perception does not influence the performance of millennial working moms. This suggests that the extent of work-life balance implementation does not affect their performance levels. Mental health positively affects the performance of millennial working moms. The research shows that millennial working moms feel they have high (good) mental health conditions. This means that the better the mental health condition of millennial working moms, the better their performance will be. When they feel mentally healthy, they tend to be more focused, productive, and

able to overcome challenges that arise at work. Therefore, paying attention to the mental health of millennial working moms is important for improving their work performance. Mental health can mediate the relationship between work-life balance and performance. The research shows that the millennial working moms in the study have the ability to work independently and responsibly according to SOPs and applicable regulations. The hypothesis testing indicates that when millennial working moms have a good work-life balance, it can affect their performance through positive effects on mental health. This underscores the importance of maintaining a healthy balance between work and personal life, supported by good mental health, as an effort to improve overall performance. The moderating variable of social support cannot strengthen the relationship between work-life balance and mental health. The research shows that the millennial working moms in the study tend to feel surrounded by a supportive environment in fulfilling their dual roles as working women and mothers, but this does not moderate the relationship between work-life balance and mental health. The moderating variable of social support cannot strengthen the relationship between work-life balance and the performance of millennial working moms. The research shows that the average value of the social support variable falls into the high category. This means respondents feel high social support and feel supported in carrying out their tasks or jobs, but this does not moderate the relationship between work-life balance and the performance of millennial working moms. The moderating variable of organizational trust cannot strengthen the relationship between work-life balance and the mental health of millennial working moms. The research shows that the millennial working moms in this study have an optimistic/trusting attitude towards the level of alignment and collective commitment to achieving the company's vision and mission, but this does not moderate the relationship between work-life balance and mental health. The moderating variable of organizational trust cannot strengthen the relationship between work-life balance and the performance of millennial working moms. When employee trust in the organization is high, their self-efficacy has the potential to have a greater positive impact (Purnama et al., 2023). Maintaining organizational trust is crucial for sustaining good organizational performance in the long term, but in this study, organizational trust did not moderate the relationship between work-life balance and the performance of millennial working moms. The implications of the results validate the spillover theory with empirical evidence, highlighting the factors influencing the performance of millennial working moms. This study finds that work-life balance directly impacts the mental health of millennial working moms, thereby affecting their performance. Consequently, the Directorate General of Taxes should prioritize and enhance work-life balance and mental health indicators to improve the performance of millennial working moms in the workplace. Concerns regarding organizational trust have also been noted. Therefore, it is recommended that the institution address this issue by implementing policies that support work-life balance, fostering trust by showing consideration for the personal and professional needs of millennial working moms. Additionally, institutions should engage in transparent communication about policies, organizational changes, and career opportunities to build trust that decisions are made with the well-being of all employees, including millennial working moms. When implementing work-life balance initiatives and support programs, it is essential to consider individual differences among millennial working mothers, such as the number of children, available support systems, and personal coping mechanisms. Organizations should adopt flexible work arrangements and work-from-anywhere programs to accommodate the personal and familial needs of employees, particularly millennial working moms. Additionally, enhancing support systems by providing childcare facilities or support groups can help reduce the burden on working moms and improve their work-life balance. The findings should be applied to other government and private organizations, such as public accounting firms, to broaden the organizational and policy implications. Implementing policies that support work-life balance and mental health across various sectors can improve employee well-being and performance. For future research, integrate qualitative methods such as interviews and focus groups to gain a deeper understanding of the personal experiences and challenges millennial working moms face in balancing work and personal life. These methods can provide richer, more detailed data on how work-life balance impacts mental health and performance.

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