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FACTORS INFLUENCING WORK-LIFE BALANCE AMONG MILLENNIAL EMPLOYEES AT FINANCIAL SECTOR IN MALAYSIA

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ABSTRACT

Work-life balance is a critical issue in Malaysia's financial sector, where the demands of a fast-paced industry often conflict with employees' personal lives. This research aimed to explore the factors influencing work-life balance among millennial employees in this sector, focusing on work-family conflict, social class, age group, and task significance. A quantitative approach was employed, gathering data from millennial employees in various financial institutions across Malaysia. A model was developed to measure and analyze the specific factors impacting work-family balance among this demographic. The model was tested for its applicability and effectiveness within the context of Malaysia's financial sector, providing new insights into the dynamics of work-life balance in this unique environment. The study revealed significant relationships between work-life balance and independent variables, particularly the role of work-family conflict, task significance, as well as social class and age group. The findings underscore the importance of addressing work-family conflicts and designing roles with meaningful task significance to improve work-life balance. These insights provide actionable strategies for organizations to enhance employee well-being and productivity. By fostering a

supportive work environment, companies can achieve greater job satisfaction and retention, contributing to long-term organizational success. This research offers valuable guidance for HR professionals and policymakers in Malaysia's financial sector

KEYWORDS: Economic Growth, Work-Life Balance, Work-Family Conflict, Social Class, Task Significance, Age Group.

1. INTRODUCTION

Work-life balance became a significant area of focus in studies on employee well-being and organizational behaviour, particularly in sectors with high demands and heavy workloads, such as the financial sector. The financial sector, including banks, investment firms, insurance companies, and other service providers, was an essential component of Malaysia's economic development. This sector served as an ideal location for studying the dynamics of work-life balance due to its reputation for demanding work environments and exceptionally high expectations. Majority of employees in Malaysia's financial sector were millennials, those born between 1981 and 1996. This research proposed the findings of quantitative studies conducted with millennial employees in the financial sector in Malaysia on the factors influencing their work-life balance. This generation valued flexibility and meaningful job opportunities. However, challenges such as stress and pressure in the workplace affected their work-life balance. According to a previous study, millennials placed a higher priority on work-life balance compared to previous generations (Abdullah et al., 2022). They preferred jobs that provided flexible working hours and supported their personal well-being. This research offers a distinct contribution by concentrating on Malaysia's millennial workforce in the financial sector—an intense industry within a non-Western setting. By providing this contextual focus, it addresses a gap in existing literature, which is often shaped by Western perspectives, and enhances the localized understanding of work-life balance factors in emerging economies.

1.1. Research Questions

1. Does work-family conflict influence work-life balance among millennial employees in the financial sector in Malaysia?
2. Does social class influence work-life balance among millennial employees in the financial sector in Malaysia?
3. Does task significance influence work-life balance among millennial employees in the financial sector in Malaysia?
4. Does age group influence work-life balance among millennial employees in the financial sector in Malaysia?

1.2. Research Objectives

1. To determine the influence of work-family conflict on work-life balance among millennial employees in the financial sector in Malaysia.

2. To determine the influence of social class on work-life balance among millennial employees in the financial sector in Malaysia.
3. To determine the influence of task significance on work-life balance among millennial employees in the financial sector in Malaysia.
4. To determine the influence of age group on work-life balance among millennial employees in the financial sector in Malaysia.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work-life balance is not merely a desirable aspect for enhancing employee well-being; it is also crucial for sustaining productivity and fostering a positive organizational culture. Employees who manage their time and resources effectively across various areas of their lives often report higher levels of satisfaction and fulfilment. According to (Yang, Hue, & Tadeka, 2023), achieving a balanced state involves managing individual schedules, balancing work, and family commitments, and feeling satisfied with both.

2.1. Work-Life Balance

Individuals who wisely manage their time and resources across different areas of their lives to feel balanced and satisfied (Yang, Hue, & Tadeka, 2023). Work-life balance consists of three key elements: managing individual schedules, balancing work and family commitments, and feeling satisfied with both. It is essential to discuss and promote flexible work options so people can effectively reconcile their personal and professional lives (Abdullah et al., 2022). Work-life balance affects pressure between professional and personal obligations, also leading to increased stress and involvement at workplace (Malik, 2024).). Deepa et al. (2023) found that women with Parkinson Disease reported a significant improvement in their level of exhaustion, sleep patterns, and quality of life during Covid-19.

2.2. Changes in the Working Environment for the Employees

Changes in organizational structures, increased workloads, and evolving job roles have contributed to higher stress levels and work-life conflicts. Understanding these changes is essential for developing strategies to support employees in managing their work-life balance. However, to improve employee satisfaction and minimise work-family conflicts, the employer should provide a flexible working environment to encourage growth. This will allow employees to spend quality time with their family while creating a peaceful exposure

(Malik, 2024). However, there is a positive effect on work-life balance. Work-life balance also contributes to higher productivity and lower organizational turnover, which contribute to employee engagement and job satisfaction (Purwatiningsih & Sawitri, 2021). Previous studies have revealed that work-life balance positively influences the behaviour, attitudes, and performance of millennial employees (Wolor et. al., 2020).

2.3. Previous Research on Employees Work-Life Balance

2.3.1. The organization Effect on the Work-Life Balance of the Employees

Flexible work arrangements can be one of the factors affecting work-life balance. Organizations that provide flexible work arrangements encourage employees' time management, which results in increased job satisfaction and decreased pressure (Parker et al., 2021). Organizations that promote flexible work arrangements, provide support for family responsibilities, and foster a positive work environment tend to have employees with better work-life balance (Isa & Indrayati, 2023). The successful work-life balance can minimize level of stress among the employees, reduce turnover rate, and improve individual engagement with the organization and work performance (Yang et al., 2023). However, for the millennial generation, flexibility and work-life balance is importance for their job satisfaction (Yang et al., 2023).

2.3.2. Work-Life Balance among Millennials Generation Employees

Studies have indicated that millennials prioritize work-life balance more than previous generations and are more likely to seek employers who offer flexible working conditions and support for personal well-being (Mack et al., 2022). Millennial are eager to take new responsibilities and challenges, but they are reluctant to sacrifice their time with family (Lara Fuentes, 2022). Previous studies on age and the work-life interface have adopted the life-stage perspective, which categorizes the human lifespan into specific role-based stages. These stages include young adulthood, middle adulthood, and late adulthood, each characterized by a distinct combination of life responsibilities, family demands, and available resources (Gregory R. Thrasher, 2022).

2.3.3. Work-Life Balance among Financial Sector Employees

Employees in the financial sector often encounter

high demands, long hours, and intense pressure, which can adversely affect their work-life balance (Krisnadi, 2023). Research in this sector highlights the need for targeted interventions and policies that support employees in managing their work and personal responsibilities effectively (Abdullah et al., 2022).

2.4. Previous Research on Work-Life Balance Approach

Work-life balance studies in Eastern countries, such as India, are underexplored compared to Western nations, where cultural norms significantly influence perceptions of work and family roles (Sheikh, 2023). There is a lack of studies specifically investigating the relationship between age and work-life balance among managers. However, within the limited research on the work-life balance of individuals in managerial positions, small correlational effects between age and work-life balance have been observed, similar with the findings reported for the general workforce. Researchers have employed quantitative methods such as moderated-mediation models to examine relationships between variables like quality of work life, job satisfaction, and work-life balance. These methodologies often incorporate advanced statistical tools, such as covariance-based structural equation modelling, to evaluate the influence of mediators and moderators, including job security and work environment (Jayaraman et al, 2023).

2.5. Theories Related to Work-Life Balance

2.5.1. Boundary Theory

Boundary theory by Nippert-Eng (1996), provides a framework for understanding how individuals conceptualize and manage the boundaries between their work and home lives. The theory emphasizes the processes by which people create, maintain, and adjust boundaries to organize their experiences and facilitate transitions between roles. Boundary theory classifies individuals into two primary categories (i) border crossers, who navigate between work and family roles, and (ii) border keepers, who maintain clear separations.

2.5.2. Job Characteristics Model (JCM) Theory

Job the Job Characteristics Model (JCM), introduced by Richard Hackman and Greg Oldham (1976), serves as a foundational framework for understanding how specific job attributes influence employee motivation, satisfaction, and performance. In addition, organizations can create work

environments that align with employee needs, thereby enhancing motivation and work outcomes. The JCM framework provides valuable insights into job design strategies that contribute to a more motivated and committed workforce.

2.5.3. Social Role Theory

Social Role Theory, developed by Eagly (1987), provides a theoretical foundation for understanding how individuals navigate the multiple social roles they occupy simultaneously. These roles – spanning domains such as work, family, gender, age, and leadership – are associated with specific expectations that influence behaviour, decision-making, and thought processes within each context. Social Role Theory serves as a lens to explore the interplay between age, social class, and work-life balance.

3. CONCEPTUAL FRAMEWORK

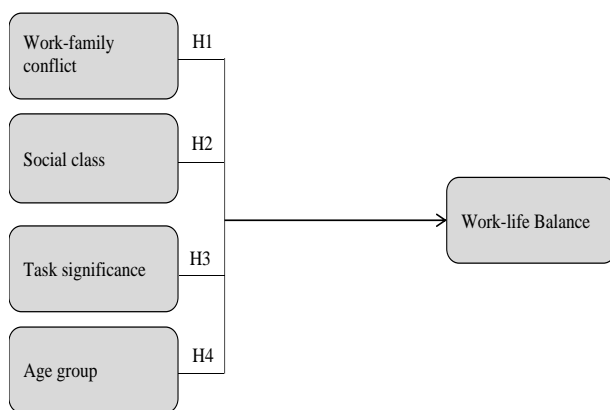


Figure 1: The Research Framework – Guided by Model of Two Factor Theory (1959).

3.1. Hypotheses Development

3.1.1. Relationship between Work-Family Conflict and Work-Life Balance

This study aimed to determine the influence of work-family conflict on work-life balance among millennial employees in the financial sector in Malaysia. It was supported by the previous study by Muzakar Isa & Nur Indrayati (2023), which found that work-family conflict had a negative correlation and a significant effect on work-life balance. However, work-family conflict and job burnout could be reduced if work hours were decreased to six hours per day (Peter Barck-Holst, 2022). Therefore, H1 was developed.

H1: Work-family conflict has a significant relationship with the work-life balance among millennial employees in the financial sector in Malaysia.

3.1.2. Relationship between Social Class and Work-Life Balance

This study aimed to determine the influence of social class on work-life balance among millennial employees in the financial sector in Malaysia. According to the previous study by Constanza Vásquez-Vera (2024), the double workload had a severe impact on women's work performance, affecting their health with a high reproductive workload, especially for women from non-manual social classes. Satyaprasad (2023) observed that social class had a positive influence on the work-life balance of employees, supporting H2. Therefore, H2 was developed.

H2: Social class has a significant relationship with the work-life balance among millennial employees in the financial sector in Malaysia.

3.1.3. Relationship between Task Significance and Work-Life Balance

This study aimed to determine the influence of task significance on work-life balance among millennial employees in the financial sector in Malaysia. Encouraging work-life balance required employees to understand how much they valued their work and its obligations, as well as how it could help them and others. This indicated that for employees to achieve a work-life balance, they had to thoroughly comprehend the importance of their jobs and feel empowered by them (Badri, 2024). Based on a previous study by Aimin Yan (2021), when task significance was lower, the work-life balance was strongly higher. Therefore, H3 was developed.

H3: Task significance has a significance relationship with work-life balance among millennial employees in the financial sector in Malaysia.

3.1.4. Relationship between Age Group and Work-Life Balance

This study aimed to determine the influence of age group on work-life balance among millennial employees in the financial sector in Malaysia. Employers should not have assumed that young people were the problem with work-life balance. All age groups should have had access to interventions, such as flexible hours, which aimed to reduce the effects of role imbalance. Organizations were also urged to adopt a more expansive definition of non-work roles in accordance with new developments in work-life balance research (Gregory R. Thrasher, 2022). A previous study, done by Scheibe (2024), found strong correlations between age and work-life

balance. Therefore, H4 was developed.

H4: Age has a significance relationship with the work-life balance among millennial employees in the financial sector in Malaysia.

4. METHODOLOGY

In this study, the researcher examined the relationship between work-family conflict, task significance, social class, and age group with work-life balance among millennial employees in the financial sector in Klang Valley. the unit of analysis was the individual, specifically focusing on the millennial generation that was working in the financial sector in Klang Valley. Respondents for this study were individuals born between 1981 and 1996 who worked in various financial institutions in the Klang Valley region, such as banks, insurance companies, investment firms, and other relevant financial services. The study received ethical

clearance from the university's research ethics board. Participants were fully informed about the research objectives and provided consent before taking part. Their involvement was voluntary, with assurances that their data would remain confidential and be used strictly for academic purposes. A sample size was described as a part of a population that provided enough information to derive conclusions (Memon, 2020). In this study, the researcher used G-Power with the set effect size of 0.15, α at 0.05, power at 0.80, and a sample size of 101. However, to achieve an excellent response rate, the researcher distributed 200 sets of questionnaires to millennial employees in the financial sector. The data collection technique used in this study was a questionnaire. The questionnaire in this study was adapted from Liu, Gao, Zhu, & Jin (2021). The research tests the hypotheses through T-test and Chi-square Analysis. Summary of the data analysis for each research questions are described in Table 1.

Table 1: Summary of Data Analysis.

RESEARCH QUESTION	PART FROM QUESTIONNAIRE	DATA ANALYSIS
RQ1: Does work-family conflict influence work-life balance among millennial employees in the financial sector in Malaysia?	Part B: I have enough time for my family and friends. Part C: I feel happy when I have quality time for my family.	<ul style="list-style-type: none"> • Descriptive Analysis • T-test Analysis
RQ2: Does social class influence work-life balance among millennial employees in the financial sector in Malaysia?	Part A: Employment Level Managerial Level Executive Level Non-Executive Level Others	<ul style="list-style-type: none"> • Descriptive Analysis • Chi-Square Analysis
RQ3: Does task significance influence work-life balance among millennial employees in the financial sector in Malaysia?	Part B: I look forward to being with the people I work with each day. Part D: Behavioural workplace environment	<ul style="list-style-type: none"> • Descriptive Analysis • T-test Analysis
RQ4: Does age group influence work-life balance among millennial employees in the financial sector in Malaysia?	Part A: Age (Millennial: Born between 1981 and 1996 a) 28 - 31 years b) 32 - 35 years c) 36 - 39 years d) 40 - 43 years	<ul style="list-style-type: none"> • Descriptive Analysis • Chi-Square Analysis

4. RESULTS AND DISCUSSIONS

A total 200 questionnaires were distributed to millennial employees working in the financial sector within the Klang Valley. 101 questionnaire have been successfully collected and valid for analysis. In this research, statistical tools of IBM SPSS (version 29) and Microsoft Excel are used for the analysis. This study tested the hypothesis developed. This to identify which independent variables significantly impact the dependent variable (DV) work-life balance. Based on the descriptive analysis, the results indicate: i) Work-Family Conflict has a significant relationship with Work-Life Balance ($r = 0.578$, $p < 0.001$), ii) Task Significance also shows a significant relationship with Work-Life Balance ($r = 0.542$, $p > 0.05$), iii) Social Class and Age Group display weak and non-significant correlations with

Work-Life Balance. This means the hypotheses related to Work-Family Conflict (H1) and Task Significance (H2) are supported, indicating that reducing work-family conflict and emphasizing task significance enhance work-life balance. However, the hypotheses related to Social Class (H3) and Age Group (H4) are not supported, as these variables do not significantly affect work-life balance. The findings emphasize the importance of addressing work-family conflict and designing meaningful tasks to improve work-life balance among millennial employees. The findings regarding social class and age group require careful interpretation, as the absence of statistical significance does not necessarily indicate that these variables have no impact on work-life balance. Instead, the lack of notable results could stem from sample constraints, such as limited size and demographic uniformity, which may have

restricted the variation necessary to identify meaningful differences. Specifically, millennials working in the financial sector may exhibit relatively similar socio-economic backgrounds and life-stage characteristics, minimizing distinctions across social class and age categories. Additionally, the financial sector's organizational culture often promotes standardized performance expectations and structured roles, potentially reducing the observable influence of demographic differences. These considerations underscore the need for nuanced analysis and suggest that non-significant results should encourage further exploration rather than outright dismissal. Future studies incorporating larger, more diverse samples or cross-sector comparisons could reveal underlying trends and enhance understanding of how social class and age interact with work-life balance. Furthermore, this research makes a distinctive contribution by examining how specific contextual elements such as Malaysia's cultural work norms and industry-specific demands affect work-life balance differently than in Western economies. This localized perspective enriches the analysis, offering deeper insights into the most relevant factors within this unique environment.

4.1. Survey Return Rate

A total 200 questionnaires were distributed to millennial employees working in the financial sector within the Klang Valley. The researcher deliberately distributed a quantity exceeding the required sample size. This approach was taken because the G-Power analysis only indicated the minimum number of respondents needed. To enhance the reliability and consistency of the findings, additional surveys were distributed. Table 4.1 presents the response rate for this research.

Table 2: Survey Return Rate.

Questionnaire	Number of Questionnaire	Percentage (%)
Distributed	200	100.0
Collected	101	50.5
Unusable	0	0
Usable	101	50.5

4.1.1. Demographic Data of Respondents

This part provides a descriptive analysis of

the respondent's demographic profile. The information gathered for demographic data are gender, race, status and working year. The information gathered for demographic data are gender, race, status, working year, education level and household expenses. Female respondents made up majority of the sample (53.5%), while male respondents made up (46.5%). There are 54 female, and 47 male millennial employees responded in this survey. The second variable is race, it shows most of the respondents are Malay (71.3%), (18.8%) are Chinese and (9.9%) are Indian. The third variable is status which shows most of the respondents are single which is (51.5%), married (47.5%) and divorced (1%). Next variable is working year. From the findings, the highest working period is between 2 to 5 years (56.4%), second is 6 – 9 years (28.7%), over 10 years (13.95%) and 6 months – 1 years only 1%. The highest is between 2 – 5 years because this survey was conducted among millennial employees which born between 1981 and 1996.

The Education Level subcategory included four classifications: Postgraduate Level, Degree Level, Diploma/STPM/Matriculation/A-Level, and Other. The largest group of participants (69.3%) held a degree. However, majority of respondents reported household expenses within the lower two categories, with 39.6% spending less than RM3,000 and an equal 39.6% spending between RM3,001 and RM5,000.

4.1.2. Mode, Mean and Standard Deviation after Factor Analysis

In this study, the descriptive statistics section encompassed the analysis of mean and standard deviation values. The mean was employed to determine the central tendency, representing the arithmetic average of the scores. Meanwhile, the standard deviation served as a robust measure of dispersion, capturing variability by calculating the square root of the variance (Sundram et al., 2018).

Table 3: The Mode after Factor Analysis.

		IV2 (Social Class)	IV4 (Age Group)
N	Valid	101	101
	Missing	0	0
Mode		2	1

Table 4: The Means and Standard Deviations after Factor Analysis.

		DV (Work-Life Balance)	IV1 (Work-Family Conflict)	IV3 (Task Significance)
N	Valid	101	101	101
	Missing	0	0	0
Mean		3.8988	3.9934	3.9317
Median		3.8889	4.0000	3.9000
Std. Deviation		.47638	.42158	.45868

Table 3 presents the mode for IV2 (Social Class) and IV4 (Age Group) after factor analysis. The mode for Social Class (IV2) is 2, meaning the most frequently occurring category in this variable is the Executive Level. The mode for Age Group (IV4) is 1, indicating that the most frequently represented age group is the first category which is 28-31 years.

Table 4 presents the descriptive statistics (Mean, Median, and Standard Deviation) for the Dependent Variable (Work-Life Balance) and two Independent Variables (Work-Family Conflict & Task Significance). The mean score for Work-Life Balance (DV) is 3.8988, with a standard deviation of 0.47638, indicating that most responses are clustered

around the mean with moderate variability. The mean score for Work-Family Conflict (IV1) is 3.9934, with a standard deviation of 0.42158, suggesting that most participants perceive work-family conflict at a relatively high level. The mean score for Task Significance (IV3) is 3.9317, with a standard deviation of 0.45868, implying that employees generally perceive their tasks as significant.

4.2.3. Chi-Square Analysis

Table 5 and 6 summarizes the results of the Chi-Square analysis for social class (IV2) and age group (IV4).

Table 5: Relationship between Social Class and Work-Life Balance.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.464 ^a	63	.971
Likelihood Ratio	40.968	63	.986
Linear-by-Linear Association	.969	1	.325
N of Valid Cases	101		

a. 83 cells (94.3%) have expected count less than 5. The minimum expected count is .01.

Table 5 presents the Chi-Square test results for the relationship between Social Class (IV2) and Work-Life Balance (DV). The p-value (0.971) is much greater than 0.05, the relationship between Social Class and Work-Life Balance is not statistically significant. This means there is no strong evidence that work-life balance differs significantly across social class categories in this sample.

However, table 6 presents the Chi-Square test results for the relationship between Age Group (IV4) and Work-Life Balance (DV). The p-value (0.992) is much greater than 0.05, the relationship between Age Group and Work-Life Balance is not statistically significant. This means that work-life balance does not significantly differ across different age groups in this study.

Table 6: Relationship between Age Group and Work-Life Balance.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.246 ^a	63	.992
Likelihood Ratio	37.909	63	.995
Linear-by-Linear Association	.064	1	.801
N of Valid Cases	101		

a. 84 cells (95.5%) have expected count less than 5. The minimum expected count is .02.

4.3. The Effect of Work-Family Conflict towards Work-Life Balance among Millennial Employees in the Financial Sector in Malaysia

Table 7 indicates that summary of

descriptive statistics for the total mean score for the effect of work-family conflict towards work-life balance among millennial employees in financial sector. The Likert scale is set from strongly disagree, disagree, neutral, agree and strongly agree.

Table 7: Mean Score for Work-Family Conflict towards Work-Life Balance.

	Mean	Std. Deviation
I feel happy when I have quality time for my family.	4.01	0.671
I am able to balance the time I devote to my job with my household responsibilities and activities.	3.88	0.621
I prioritize my work responsibilities while also making time for family activities.	3.99	0.592
When I get home from work, I take time to relax and engage in family activities.	4.02	0.678
The problem-solving skills I use at work help me find effective solutions to challenges at home.	3.97	0.640
I manage work pressures effectively, allowing me to enjoy my time at home.	3.99	0.656
My family supports and enhances my daily work duties.	4.02	0.648
My personal and family commitments positively contribute to my work performance.	4.08	0.504
I find ways to manage family-related concerns, so they do not distract me at work.	3.98	0.547
Total means score =	3.99	0.620

The total mean score for the Work-Family Conflict scale is 3.99 with a standard deviation of 0.620, which indicates that, on average, respondents agree with the statements concerning the balance between their work and family life. This overall score suggests that, while work-family conflict exists, respondents are able to maintain a balance between their personal and professional lives. The low standard deviation further indicates that there is minimal variation in how respondents perceive their ability to manage work-family conflict.

4.4. The Impact between Task Significance and Work-Life Balance among Millennial Employees in the Financial Sector in Malaysia

Table 8 presents the mean and standard deviation scores for various task significance items, assessing how task significance influences work-life balance. The total mean score for the items was calculated as 3.931, with a standard deviation of 0.6535, indicating a moderately high level of task significance among respondents.

Table 8: Mean Score for Task Significance towards Work-Life Balance.

	Mean	Std. Deviation
I would accept almost any type of job assignment to keep working for this organization.	3.80	0.735
I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful.	4.02	0.632
This organization really inspires the very best in me in job performance	3.96	0.599
I am committed to this organization and feel stable in my current circumstances.	3.94	0.690
I am very happy with my decision to work for this organization.	3.98	0.632
There are many benefits to staying with this organization long-term.	3.99	0.671
I often find it easy to agree with this organization's policies on important matters relating to its employees.	3.93	0.637
I really care about the fate of this organization.	3.87	0.673
For me, this is the best of all possible organizations for which to work.	3.93	0.604
Deciding to work for this organization has been a valuable learning experience for me	3.89	0.662
Total means score =	3.931	0.6535

4.5. Summary of Hypotheses

This study have developed 4 hypotheses as below:

Table 6: Summary of Hypotheses.

No	Hypotheses	Result
H1	Work-family conflict has a significant relationship with the work-life balance among millennial employees at financial sectors in Malaysia.	Accepted
H2	Age group has a significant relationship with the work-life balance among millennial employees at financial sectors in Malaysia.	Rejected
H3	Task significance has a significant relationship with the work-life balance among millennial employees at financial sectors in Malaysia.	Accepted
H4	Social class has a significant relationship with the work-life balance among millennial employees at financial sectors in Malaysia.	Rejected

5. LIMITATION OF THE RESEARCH

Firstly, the research is confined to millennial employees within Malaysia's financial sector, restricting the applicability of the results to other industries or age groups. Secondly, the sample size of 101 participants, while providing preliminary understanding, may not adequately reflect the

broader range of experiences within this population. The questionnaire item "I feel happy when I have quality time for my family" may indicate subjective well-being rather than strictly assessing work-family conflict, potentially influencing the clarity of conceptual distinctions. This overlap highlights the importance of refining measurement tools in future research. Additionally, the study's cross-sectional

design limits the ability to infer causal relationships between the variables. The use of self-reported data further introduces the possibility of response bias, as participants might offer socially desirable responses rather than accurate reflections of their experiences. While the sample size met the minimum threshold using G-Power analysis, it remains relatively small, which may hinder the detection of more subtle or complex effects. Future research addressing these limitations could strengthen the reliability and relevance of the findings.

5.1. Future researches

This study can be further extended by involving expand the scope beyond the financial sector to include other industries such as healthcare, technology, and education. These sectors have different demands and work environments, which may influence work-life balance differently. Additionally, while this study focuses on millennials in the Klang Valley, future studies should include diverse populations. Exploring other generational cohorts, such as Generation Z, Baby Boomers, or Generation X, can reveal how work-life balance needs differ across age groups. This study only done for 101 respondents which do not cover the whole population in financial sectors in Malaysia where it

might affect the results. The sample should be bigger as to get the best results which for the future research shoul expand the sample population. For the next researcher are encouraged to examine additional variables such as organizational culture, leadership styles, and employee resilience. These factors play an essential role in shaping work-life balance and can offer valuable strategies for improving workplace policies and practices. However, several recommendations also have been made for the organization towards work-life balance. A key recommendation is the implementation of flexible work arrangements, such as hybrid work models, remote working options, and flexible hours. These measures allow employees to manage their professional and personal responsibilities more effectively, particularly millennials who prioritize flexibility and autonomy. In addition, Providing robust support systems for employees is another important step. This includes mental health resources, counseling services, and employee assistance programs to help manage stress and reduce work-family conflict. Organizations should also focus on enhancing role clarity and ensuring manageable workloads. Overburdening employees can lead to burnout and negatively impact their work-life balance.

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