THE MEANING OF EMPLOYEE WELL-BEING IN THE EYES OF MILLENNIALS: A QUALITATIVE EXPLORATION OF THE ROLE OF SUPERVISOR SUPPORT AND WORK-LIFE BALANCE AT PT SANJAYA PUTRA PRATAMA

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ABSTRACT

This research aims to explore the meaning of employee well-being as perceived by millennial generation employees through a qualitative approach with a phenomenological paradigm. The main focus of this research is to understand how millennials' subjective experiences of supervisor support and work-life balance shape their interpretation of work well-being. Data were collected through in-depth interviews with a number of participants aged 25–40 years who are actively working in the formal sector. Analysis was conducted using a thematic approach to identify patterns of meaning that emerged from participants' experience narratives. The research results show that employee well-being is understood not only as a stress-free condition or the fulfillment of basic needs, but also as an experience that reflects a sense of being valued, emotional connection with supervisors, and the ability to maintain harmony between work roles and personal life. These findings underscore the importance of relational roles in organizations and the need for work-life balance policies that are more adaptive to the characteristics of the millennial generation.

INTRODUCTIONS

In recent years, employee well-being has emerged as a strategic concern for organizations with the belief that company productivity and reputation are highly dependent on the psychological and social conditions of the workforce. The concept of employee well-being has expanded from merely physical well-being to a multidimensional view related to the emotional and social dimensions of individual life, both in the workplace and outside of work.

The millennial generation is increasingly characterizing the global workforce, substantially changing work preferences from previous generations. Individually defined meaning of work, offered flexibility, and work-life

balance have become important elements that form the basis of workplace satisfaction and engagement (Samtharam & Baskaran, 2023). Therefore, this research states that the most frequently researched factors determining work well-being for the millennial generation are assumed to be supervisor support and work-life balance.

The role of supervisor support for employees in achieving work-life balance and good well-being has been proven empirically. Emotional support, informational support, and instrumental support from supervisors enhance employees' ability to manage their work and personal life demands and also increase their loyalty to the organization (Nabawanuka & Ekmekcioglu, 2022). In the same context, a company's capacity to promote work-life balance is considered a key determinant of increased job satisfaction and retention tendencies among millennial employees (Waworuntu et al., 2022).

Although many quantitative studies have examined the relationships among these variables, few studies have examined in depth how the millennial generation interprets the meaning of work well-being based on their subjective experiences. The actual meaning of work well-being is highly contextual for each individual and cannot be adequately expressed through numbers or statistical correlations. In this case, a phenomenological approach to qualitative research becomes necessary because it allows researchers to uncover the structure of meaning holistically and in depth from lived experiences (Nasir et al., 2023).

This study attempts to interpret, through a phenomenological perspective, millennial employees' experiences related to supervisor support and work-life balance to define employee well-being. The research findings are expected to provide conceptual input for the advancement of work well-being theory and practical implications for organizations in formulating management strategies that align with the values and needs of the millennial generation.

This research is focused on exploring the meaning of employee well-being from the perspective of millennial generation employees using a phenomenological approach. The main focus lies in efforts to understand how individuals' subjective experiences shape the meaning of work well-being, particularly in the context of support provided by supervisors (supervisor support) and individuals' ability to balance work demands and personal life (work-life balance). In this case, attention is given to how these two factors directly or indirectly influence millennial employees' perceptions and interpretations of their work-life quality.

The purpose of this research is to reveal and deeply understand the meaning of employee well-being as understood by millennial generation employees through their personal experiences. More specifically, this research aims to explore how supervisor support contributes to forming perceptions of work well-being, and to identify the role of work-life balance in influencing their daily experiences in the workplace. This research is expected to provide contextual and reflective understanding of the dynamics of work well-being experienced by the millennial generation in modern organizational environments.

Conceptually, this research contributes to understanding employee well-being, which has so far been mostly studied through quantitative approaches. From a practical side, the results of this research can be utilized by organizational management to design policies and strategies that are more sensitive to the values and expectations of the millennial generation. This particularly relates to support from supervisors and the implementation of work-life balance programs. The practical implications of this research are expected to sustainably improve employee engagement, satisfaction, and retention.

LITERATURE REVIEW

Employee well-being is a multidimensional construct that encompasses the physical, psychological, social, and emotional conditions of individuals in relation to both work and personal life. The concept of subjective well-being explains that well-being is the result of individuals' cognitive and affective evaluation of their lives, reflected in life satisfaction and the dominance of positive emotions over negative emotions (Maddux, 2017). In an organizational

context, this concept has developed more broadly so that it not only emphasizes physical health aspects, but also includes job satisfaction, engagement, meaning in work, and quality of interpersonal relationships. Therefore, employee well-being is viewed as an important element that influences motivation, performance, and employee loyalty to the organization (Khomsin & Supriharyanti, 2024; Risanti et al., 2024).

Supervisor support has a significant role in shaping employee well-being. Based on Social Support Theory proposed by Cohen and Wills (1985), social support functions as a buffer against the negative impacts of stress (Cohen & McKay, 2020). Within the organizational scope, supervisor support can present itself in three main forms: emotional support manifested in the form of empathy, attention, and appreciation; informational support in the form of guidance, direction, and feedback; and instrumental support reflected in the provision of resources, facilities, or other tangible assistance. The presence of such supervisor support has been proven to increase feelings of being valued, strengthen emotional bonds with the organization, and help employees manage work demands and personal life in a balanced manner.

The concept of work-life balance refers to a condition when individuals are able to manage and carry out dual roles between work and personal life harmoniously without causing prolonged conflict. Greenhaus & Beutell (1985) explain that work-family conflict occurs when demands from both roles conflict with each other, while the work-family enrichment theory proposed by Greenhaus & Powell (2006) emphasizes that positive experiences in one domain can improve quality of life in another domain. Achieved work-life balance is believed to increase psychological well-being, job satisfaction, and strengthen employee commitment to the organization.

In addition to structural and relational factors, generational characteristics also influence how employees interpret work well-being. Based on Generational Cohort Theory proposed by Howe & Strauss (1992), each generation has distinctive values, orientations, and behaviors according to the social and historical context that shapes them. The millennial generation, born in the range 1980–2000, is known to have preferences for work flexibility, use of technology, meaningful work experiences, and balance between professional and personal life. In the context of work well-being, this generation tends not only to emphasize financial aspects or job security, but also appreciates the quality of interpersonal relationships with supervisors.

METHODS

This research uses a qualitative approach with phenomenological method, which aims to understand the subjective meaning of employee well-being among millennial generation employees at PT Sanjaya Putra Pratama. The phenomenological method was chosen because it allows researchers to deeply explore participants' lived experiences and interpret the meaning inherent in those experiences, particularly related to supervisor support and work-life balance (Alhazmi & Kaufmann, 2022). This approach is suitable for capturing the nuances of individual perceptions that cannot be measured with quantitative instruments, thus providing a richer understanding of employee well-being.

The research subjects consisted of active employees aged 25–40 years who had worked for at least one year and had direct supervisors in the organizational structure. Participant selection was conducted using purposive sampling technique, which is selecting informants selectively based on relevance to research objectives and their ability to provide rich information about the phenomenon being studied (Muhammad et al., 2023). The number of participants was determined based on the principle of data saturation, which is the point where additional interviews no longer produce new information or insights, thus ensuring data completeness and quality (Guest et al., 2006).

Data were collected through in-depth interviews with a semi-structured format. The semi-structured approach allows participants to freely share their experiences and views, while still directing the interview toward main topics such as supervisor support, work-life balance, and factors affecting employee well-being. Interviews were conducted

both face-to-face and online, recorded with participants' permission, and then transcribed verbatim. In addition, field notes were used to record non-verbal context and researcher reflections during interviews, making data analysis richer and more valid.

Data analysis was conducted using a thematic analysis approach, which includes the identification, coding, and grouping of patterns or themes that emerge from participants' narratives (Majumdar, 2022). The analysis process began by reading all interview transcripts to understand the context of participants' experiences comprehensively. The research procedure began with the preparation of a semi-structured interview guide that had been pilot tested and revised. Participants were recruited based on purposive sampling criteria, then interviewed. Data analysis was conducted iteratively alongside data collection to ensure whether data saturation had been reached. Interviews were stopped when the last several interviews no longer produced new themes or information. The findings were then compiled in a narrative report displaying main themes, sub-themes, participants' verbatim quotes, and interpretation linking research results with study objectives.

RESULTS AND DISCUSSION

This research examines how the meaning of employee well-being is perceived by millennial generation employees at PT Sanjaya Putra Pratama with emphasis on the role of supervisor support and work-life balance. Interview data analysis shows that employee well-being is not only understood as the fulfillment of material needs, but also relates to a sense of being valued, emotional connection with supervisors, and opportunities to maintain harmony between work and personal life.

Results
Interview Exc
Perception of Employee Well-being

Interview Question   : "In your opinion, what does 'work well-being' mean? Is well-being only about salary and facilities, or are there other aspects?"

Interview Quote   : "Work well-being for me is not only about salary or facilities, but how I feel valued, supported, and can still maintain life balance with family."

From that statement, it is evident that for employees, well-being is not only measured by income, but also by inner satisfaction, sense of respect, and quality of relationships in the work environment. This meaning shows that participants view work well-being holistically, encompassing material, social, and psychological aspects. In addition, participants assess that a supportive work environment that provides moral appreciation to employees plays an important role in creating a sense of well-being. Well-being, in the participant's view, emerges when the company is able to present a positive work atmosphere, support growth, and pay attention to individual life balance.

Emotional Supervisor Support

Interview Question   : "How does your supervisor provide emotional support?"

Interview Quote   : "My boss often gives simple appreciation, for example saying thank you when targets are achieved. That makes me feel valued."

Simple expressions from supervisors actually have a big impact on work morale. Participants feel more motivated when their efforts are recognized and appreciated. A good emotional relationship with supervisors also fosters a sense of belonging to the organization. In addition, supervisors who care and are open to their subordinates' conditions make employees feel safe and comfortable. Participants conveyed that moral support like this is important because work in the operational field is often full of pressure and requires understanding from leadership.

Informational Supervisor Support

Interview Question   : "Does your supervisor provide direction, guidance, or feedback that helps?"

Interview Quote   : "My boss also often gives direction when there are obstacles, he is open to receiving input and directly helps find solutions."

This informational support provides a sense of clarity in working. Participants feel more confident when they know what to do and whom to ask for help. Two-way communication between supervisors and subordinates helps create a transparent and trusting work atmosphere. Openness in communication also minimizes misunderstandings, improves coordination, and strengthens trust among team members. According to participants, this is one of the main factors that makes her stay at the company.

Instrumental Supervisor Support

Interview Question   : "Does your supervisor provide assistance or facilities that support work?"

Interview Quote   : "I am provided with a mobile phone for work communication and operational transportation. Both of these are very helpful, especially because my job demands high mobility and intense communication with drivers and external parties."

These work facilities make coordination between departments easier and speed up task completion processes. Participants assess that the company's attention to providing work facilities shows commitment to supporting employee performance. Instrumental support like this also fosters a sense of responsibility for work and makes employees feel cared for. For participants, facilities are not just work tools, but also symbols of trust and tangible forms of support from the company.

Work-Life Balance – Experience

Interview Question   : "How do you maintain balance between work and personal life and what is the biggest challenge you face?"

Interview Quote   : "The intensity of work in the operational field is often high. There are times when work feels carried home because communication through mobile phones continues. However, I try to manage priorities, separate work hours and family time as much as possible."

This statement shows that modern work demands can blur the boundaries between work time and personal time. Nevertheless, participants try to adapt by arranging schedules and setting priorities so that their personal life is not disturbed. Balance between work and personal life becomes key in creating a sense of well-being. For participants, success in maintaining that balance depends on individual ability to manage time and support provided by the company.

Work-Life Balance – Company Support

Interview Question   : "Does the company provide flexibility regarding work hours or workload?"

Interview Quote   : "The company itself is quite flexible, for example if I have to attend important family matters, my supervisor gives space as long as work remains controlled."

Flexible policies like this are considered to help employees balance work demands with personal life. For participants, this shows that the company not only focuses on work results, but also pays attention to employees' emotional and social well-being. Flexibility policy also promotes a sense of trust between supervisors and subordinates, and reduces work stress levels. Thus, work-life balance becomes one of the important factors that increases employee satisfaction and loyalty to the company.

Impact on Motivation

Interview Question   : "Does supervisor support and work balance affect your motivation?"

Interview Quote   : "Yes, all support greatly influences my motivation. I feel work morale increases because the company not only demands results, but also provides tangible support. This also fosters loyalty."

Participants admit that the support they receive makes them more enthusiastic in working and committed to giving their best results. The sense of being valued and trusted makes them feel like an important part of the organization. High work motivation also generates long-term loyalty to the company. For participants, loyalty is not just an obligation, but the result of a work relationship that is mutually respectful and supportive.

Suggestions and Hopes

Interview Question : "In your opinion, what does the company need to improve to enhance employee well-being?"

Interview Quote   : "In my opinion, the company needs to provide rewards for disciplined employees, so there is additional motivation. In addition, it would be better if there were outbound activities or gatherings so that relationships among employees become more cohesive."

This suggestion shows that in addition to work facilities and supervisor support, forms of formal appreciation and togetherness activities are considered important by employees to enhance work well-being. Rewards are considered able to strengthen motivation, while team building activities can strengthen social relationships among employees. Furthermore, participants also expressed their hopes for the company's future: "My hope is that the company becomes even more successful in the future so that employee salaries can increase further."

This hope shows that financial well-being remains an important factor for employees, although non-material aspects also have a major role. Thus, improving employee well-being at PT Sanjaya Putra Pratama needs to consider the balance between financial rewards, togetherness activities, and other non-material appreciation.

Discussion

The findings of this research show that employee well-being at PT Sanjaya Putra Pratama is formed through strong supervisor support and flexible work-life balance implementation. Both factors play important roles in maintaining employee motivation, satisfaction, and loyalty, especially among the millennial generation who have characteristics of high emotional needs and life balance.

The research results also confirm that the perception of well-being is not only related to financial compensation, but also to non-material aspects such as a sense of being valued, appreciation, and support from supervisors. In this context, the relationship between supervisors and subordinates becomes an important element in creating psychological well-being in the workplace.

Perception of Employee Well-being

Interview results show that participants interpret work well-being as a combination of financial, emotional, and social well-being. Employees not only assess well-being from the size of their salary, but also from how they feel valued and supported. This finding illustrates that employee well-being is multidimensional, in line with the concept of subjective well-being where individual well-being includes life satisfaction, positive emotions, and good social relations. A conducive work environment and positive interpersonal relationships become main indicators of employee well-being formation.

Emotional Supervisor Support

Emotional support from supervisors has proven to have a major influence on employee motivation and comfort at work. Appreciation in the form of words, recognition, or simple attention from supervisors provides positive psychological impact on work morale. This finding strengthens social support theory which explains that social support can act as a stress buffer and improve individual emotional well-being. This research also aligns with the study results of Yu et al. (2023), who found that emotional support from leaders is able to maintain employee confidence and reduce work burnout.

Informational support provided by supervisors helps employees understand their tasks and responsibilities more clearly. Open communication between supervisors and subordinates creates a sense of trust and increases work

effectiveness. This finding shows the importance of communicative leadership style in building an adaptive work environment. Information openness not only reduces errors in task execution, but also strengthens a sense of belonging to the organization. This result is consistent with the view of Sinaga et al. (2023), that clear and consistent communication from leaders can strengthen organizational commitment and improve employee performance.

Instrumental Supervisor Support

The form of instrumental support provided by the company in the form of work facilities such as mobile phones and operational transportation becomes an important factor in supporting work effectiveness. These facilities not only speed up coordination, but also create comfort and a sense of being cared for by the company. This finding supports perceived organizational support theory which explains that employees who feel tangibly supported by the organization will show higher commitment and performance. Facility support also reflects the company's attention to employees' physical and professional well-being.

Work-Life Balance – Experience

Balance between work and personal life becomes the main challenge for millennial employees. Interview results show that work is often carried outside work hours because communication using office devices continues continuously. However, employees try to manage priorities so that family time is maintained. This phenomenon aligns with boundary theory which explains that individuals need to establish boundaries between work domain and personal life domain to avoid role conflict. The ability to manage these boundaries plays an important role in maintaining employees' psychological well-being.

Work-Life Balance – Company Support

The company is considered quite flexible in providing permission or tolerance for employees' personal matters. Support like this becomes a concrete manifestation of the company's attention to employees' life balance. The flexibility policy implemented by the company shows an employee-centered organization orientation, which places employee well-being as part of productivity strategy. This is consistent with work-family enrichment theory, which confirms that positive experiences in the workplace can enrich family life quality, and vice versa.

Impact on Motivation

Supervisor support and work-life balance implementation have proven to increase employee motivation. Employees who feel valued and supported will have emotional attachment to the organization and tend to stay longer. This result aligns with research by Luthfiana et al. (2023), which shows that work well-being has a positive relationship with millennial employee retention. Supervisor support and flexible policies become the main driving factors in creating loyalty based on trust and appreciation.

This research shows that employee well-being at PT Sanjaya Putra Pratama is formed through a combination of empathetic supervisor support and adaptive work-life balance policy implementation. Both factors mutually reinforce each other in creating a work environment that supports long-term motivation, satisfaction, and attachment, especially for the millennial generation who prioritize emotional balance and work flexibility (Hämmig, 2017).

Work well-being as perceived by employees is multidimensional, encompassing emotional, social, and financial aspects. Employees assess well-being not only from compensation, but also from recognition and social support in the workplace (F. S. A. Muhammad et al., 2024; Widiastuti et al., 2025). Emotional support from supervisors, such as appreciation or personal attention, increases employee confidence and emotional attachment (Hall et al., 2024; Natasha & Pudjiarti, 2024; Situmorang et al., 2024). In addition, informational and instrumental support, such as open communication and provision of work facilities, strengthen engagement, psychological safety, and operational effectiveness (Zulkarnain et al., 2024).

Work-life balance also becomes an important factor. Company flexibility in arranging work time and tolerance for personal matters helps employees maintain boundaries between work and personal life, thus reducing the risk of

role conflict and emotional exhaustion. This finding aligns with boundary theory and work-family enrichment theory, which emphasize that positive experiences at work can enrich personal life, and vice versa.

The findings of this research confirm that work well-being is not only determined by financial aspects, but also by the quality of interpersonal relationships and company attention to employee needs. The combination of supervisor support and work-life balance policy has proven to increase employee motivation, satisfaction, loyalty, and emotional attachment. Participants also suggested providing rewards for disciplined employees and activities such as outbound or gatherings to strengthen team cohesiveness, confirming that non-material aspects are also important in building team spirit and cohesion.

The results of this research confirm the importance of empathetic and communicative supervisor support in increasing employee motivation and attachment. This can be explained through Perceived Organizational Support (POS) theory, which states that employees will feel valued and cared for when the organization shows tangible support for their needs. This feeling of being valued triggers emotional commitment and loyalty, and increases work engagement. Thus, the application of POS in managerial practice emphasizes the importance of supervisors providing recognition, appreciation, and personal attention consistently, so that employees feel like an important part of the organization and are motivated to give their best contribution.

The implementation of flexible work-life balance policies has a significant impact on employee well-being, which can be analyzed through boundary theory. This theory emphasizes that individuals need to establish clear boundaries between work roles and personal roles to reduce role conflict and stress. When companies provide flexibility in work time arrangements, permission for personal matters, or opportunities to adjust workload, employees can effectively maintain role balance. This practice allows them to minimize tension between work demands and personal needs, thus supporting mental health and work productivity.

Research findings also show that positive experiences in one life domain can enrich other domains, consistent with work-family enrichment theory. This theory explains that skills, positive moods, and satisfaction obtained at work can improve personal life quality, and vice versa. By providing space for employees to balance work and personal life, organizations not only improve individual well-being but also strengthen workplace performance and motivation. The implementation of this work-family enrichment encourages harmonious role integration, so that employees can experience higher satisfaction and stronger attachment to the company.

Non-formal activities and social interactions in the workplace, such as gatherings or team activities, strengthen social cohesion and sense of togetherness among employees. This can be explained through social exchange theory, which emphasizes that positive interpersonal relationships create reciprocal emotional bonds. When employees feel socially supported and have opportunities to build warm relationships with colleagues, they tend to show higher loyalty and attachment to the organization. An environment that encourages healthy social interaction increases emotional well-being, strengthens motivation, and creates a participatory and supportive work culture.

Overall, the combination of supervisor support and work-life balance policy confirms that work well-being is multidimensional, encompassing emotional, social, and life balance aspects. Organizations that apply principles from POS, boundary theory, work-family enrichment, and social exchange theory can build a workforce that is healthier, more productive, and emotionally attached. This approach shows that effective HRM strategies not only focus on financial compensation, but also on attention to psychological needs, flexibility in personal life, and positive interpersonal relationships, thus supporting sustainable achievement of organizational goals.

CONCLUSION

This research shows that work well-being (employee well-being) of millennial employees at PT Sanjaya Putra Pratama is formed through synergy between supervisor support and effective work-life balance implementation. Supervisor support that includes emotional, informational, and instrumental aspects becomes the main factor affecting

employee comfort, motivation, and loyalty. Emotional support in the form of appreciation and attention from supervisors makes employees feel valued; informational support through open communication helps them complete work with more confidence; while instrumental support in the form of work facilities facilitates operational tasks and increases efficiency.

In addition, the company's implementation of work-life balance also provides positive impact on employee well-being. Flexible policies and understanding of employees' personal needs help reduce work pressure and maintain balance between professional and personal life. This aligns with the work-family enrichment concept which confirms that life balance can strengthen work satisfaction and attachment. Thus, employee well-being at PT Sanjaya Putra Pratama is not only sourced from financial factors, but also from the quality of interpersonal relationships and company attention to employee needs. The combination of supervisor support and well-being-oriented policies has proven to increase employee motivation, productivity, and loyalty to the company.

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