Work-Life Balance of Generation Z Employees

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ABSTRACT

With the emergence of generation Z in the world of work, companies need to formulate effective strategies to understand and manage these young employees appropriately. Employees from generation Z tend to prioritize flexible schedules with a pleasant office atmosphere, always use technology in working and communicating, and like comfortable clothes when working. This research uses a qualitative method with a phenomenological approach. The phenomenological approach is related to understanding the daily life and intersubjective world (life world) of participants. Research participants are individuals who are involved in research by providing responses or contributions, either through information, energy, thoughts, materials, or responsibility for decisions that have been taken to achieve the stated goals. The participant selection technique in this research was chosen using a *purposive sampling technique* . From the results of the discussion regarding work-life balance which has been analyzed by generation Z employees, it can be seen that personal life and work matters are two different things. The two cannot be mixed up, but both are at the top of the priority scale that must be done. Apart from that, even though they have felt pressured, burdened and stressed related to their work and personal life, they can manage it well. Thus, it can be concluded that the work-life balance of generation Z employees can be said to be balanced between work and their personal lives.

Keywords: *work life balance, Z generation*

Introduction

As time goes by, many Generation Z have now entered the world of work. Generation Z is the post-millennial generation born from 1997 to 2012, currently aged 11-26 years. In this age range, some of Generation Z have started working and there are also some who are still studying. The main difference between generation Z and previous generations is that this generation has various advantages, such as expertise in using technology, the ability to obtain information quickly, multitasking skills, and sensitivity to social phenomena around them. With these advantages, generation Z has grown into a group that is creative, critical, intelligent and proficient in technology.

With the emergence of generation Z in the world of work, companies need to formulate effective strategies to understand and manage these young employees appropriately. This is important because generation Z has unique characteristics in the work environment. According to Putra (2016), some of the characteristics of generation Z are that they tend to focus on the future, establish virtual relationships, dare to take risks, and have a strong desire to create new things.

Generation Z also has unique behavior and attitudes in facing challenges in the workplace. Dwivedula et al. (2019) stated that this generation has a unique view of several aspects of the workplace, such as the importance of soft skills and creativity, preferences

for facilities such as health and stable salaries, expectations for flexibility in work, a tendency to be ambitious, and a preference for working virtually. . In addition, Rachmawati (2019) identified that employees from generation Z tend to prioritize flexible schedules with a pleasant office atmosphere, always use technology in working and communicating, and like comfortable clothes when working.

Based on the Indonesian population census in 2020, population growth during the 2010-2020 period was still quite high, namely 1.25%. Young people dominate Indonesia's population, which reaches 270.22 million people, with generation Z occupying the highest position at 27.94% of the total population (BPS, 2021). This shows that generation Z has the potential to make a big impact, including as young employees who are starting to enter the world of work.

Researchers have conducted interviews with generation z employees with the initials R who currently work at a company in Jakarta. He stated that while he was working, R spent more time working so he didn't have time for his personal life.

> " *Actually during I working at the company This I precisely more Lots use up time I am in the office sis . I leave work at 7 am Then I go home at 5 pm, that's all Actually I often overtime at the office sis because Lots mandatory task I finish and When working overtime I he went home Evening day , so it's time to go home Work I only want to Rest course , so I until forget life personal I ". " In the office That work I Lots very Sis , normal I new just arrived at the office But I often asked to do so This that , because a lot of work make I So feel tired sis must do that-that just ".*

From the interview, it can be seen that when working, R often feels tired due to excessive workload and demands, which makes him feel tired from working. R is generation Z, where R as a generation Z employee certainly has the desire or feeling to be able to have a balance between work and personal life. In generation Z, work-life balance is an important phenomenon that is taken into consideration by generation Z in choosing a job and place of work. In this case, generation Z certainly has hopes that organizations or companies can facilitate them regarding the balance between work and life of their employees. However, in reality there are still many companies that have not implemented the concept of balance between work and personal life of their employees.

According to Greenhaus , Collins, & Shaw (2003), work-life balance is defined as a balance between the various roles a person plays, such as the role as an employee and as a family member. Purwati (2016) states that when an employee succeeds in achieving work-life balance, there are a number of benefits obtained, including increased job satisfaction, better physical and mental health, and reduced work stress.

Based on a survey conducted by Tirto.id in 2022 of 1,500 respondents from generation Z and Millennials, it was found that work-life balance is the most important ideal work criterion for generation Z. As many as 19.04% of respondents from this generation consider balance between time work, time with family, and personal time as the main priorities in choosing a job (Romah , 2022).

Research About Work Life Balance

Research on work life balance has been carried out by several previous researchers where previous research studied, researched, and analyzed work life balance. Mahardika , Ingarianti and Zulfiana (2022) conducted work life balance research entitled " *Work-Life Balance* " On Generation Z Employees" using quantitative methods. This research shows that there are differences in work-life balance among generation Z employees. The

tendency for low work-life balance is found in the factors of gender, place of residence, working hours, activities outside working hours, and income.

Research conducted by Hartono and Perdhana (2021) entitled " *Work-Life Balance* "Concerning Bank Employees, Phenomenological Study at Bank Setia in Yogyakarta" the research used qualitative methods. This research shows that bank employees seem to have two different worlds when they have to deal with these two lives, namely between completing things in their work life and taking care of various things in their personal life. Each life cannot necessarily fill the other, because both have their own portions to carry out.

Based on this, this article describes the phenomenon among generation Z employees regarding work life balance and the factors that influence work life balance and its impact on the lives of generation Z.

Theory about Work Life Balance

Clark (in Pheng and Chua, 2019) explains that work-life balance, or the balance between work and personal life, can be interpreted as workers' perceptions regarding various aspects such as free time, family and work that run regularly and are well integrated without conflict. which is significant. Work-life balance also includes an individual's satisfaction and functioning well at work and at home, with minimal conflict. Felstead (in Sen and Hooja , 2015) defines work-life balance as an individual's ability to find a rhythm that allows them to combine work and responsibilities outside of work, regardless of age or gender. An imbalance between work and personal life can lead to increased turnover and absenteeism. Besides that, Byton et al. (in Sen and Hooja , 2015) stated that work-life balance is achieved when individuals succeed in achieving a satisfactory quality of life in all aspects, and experience little stress and tension in facing the demands of their role.

Based on these definitions, it can be concluded that work-life balance is an individual's ability to organize, divide and balance work and personal life so as to create equality in time, involvement, attention, responsibility and commitment in the areas of work, family and other aspects of life.

Aspects *of Work-Life Balance*

In the sense of work-life balance there are aspects that influence and this according to Greenhaus , Collins and Shaw (2003) there are three aspects of *work-life balance,* that are:

1) *Time balance* (Time balance)

Regarding the division of time between career and personal life, an employee not only needs time to work, but also needs time to vacation, gather with friends, socialize with the community, and spend time with family.

2) *Involvement balance* (Balance of engagement)

Engagement balance refers to the psychological balance between involvement in one's career and family. Individuals who have a balance of roles will not experience conflict or confusion between these two areas, such as work stress for example.

3) Satisfaction balance (Satisfaction balance)

The level of satisfaction in this context refers to the balance of a person's satisfaction with his career and family. For example, an employee feels satisfied with his work at the office and at the same time feels satisfied with his family conditions.

In addition, there are other opinions about the aspects of Work-life Balance which are presented by Fisher (2009) as follows:

1) Work Interference Personal Life (WIPL)

This aspect illustrates the interference from work to personal life. That means you can get a job influence a person 's personal life , so that the disorder has a negative impact on their personal life.

2) Personal Life Interference Work (PLIW)

This aspect explains that there is interference from personal life at work. It can be interpreted that a person's personal life can affect his work.

3) Personal Life Enhancement of Work (PLEASE)

This aspect explains that a person's personal life and work influence each other and have a positive effect on both things.

4) Work Enhancement of Personal Life (WEPL)

This aspect explains the extent to which work can improve a person's quality of life.

Based on the description above, it can be concluded that the work-life balance aspect according to Greenhaus , Collins and Shaw (2003) consists of *Time balance, Involvement balance,* and *Satisfaction balance.* According to Fisher (2009), the work-life balance aspect consists of: *Work Interference Personal Life, Personal Life Interference Work, Personal Life Enhancement of Work* and *Work Enhancement of Personal Life.*

Factors That Can Influence Work-Life Balance

There are various factors that influence work-life balance, according to Poulose & Sudarsan (2014) there are four factors that can influence *work-life balance* , that are:

1) Individuals

Individual factors influence employee perceptions regarding work life balance in terms of personality, well-being and emotional intelligence.

2) Organization

Factors that influence an individual's view of work life balance include flexible work arrangements, work life balance policies and programs, work support, work stress, technology and role-related factors.

3) Community factors

Social factors that influence individual perceptions regarding work life balance include childcare responsibilities, family and social support, and other social factors.

4) Other Factors

Other factors that play a role such as demographic variables include age, gender, marital status, parental status, experience, employee level, type of work, income, number of dependents, and perceptions about work life balance.

About Generation Z

Generations can be defined as groups of individuals who experience important social and historical events at the same time in their lives, and show several similar characteristics and behaviors (Mannheim, in Lyons & Kuron , 2014). In a socio-cognitive

or sociological context, a generation is a group of individuals born in the same time period and sharing unique experiences resulting from similar situations. An example is Generation Z, known as the internet generation or the generation that is familiar with gadgets in everyday life. Generation Z was born and grew up in the rapidly developing digital and technological era, so they are very familiar with various existing social media.

Research Questions

The following are several qualitative research questions with the title Phenomenon of *Work-Life Balance* on Generation Z Employees.

1. *Central Question* : How *the Work-Life Balance Phenomenon* On Generation Z Employees.
2. *Sub-Question* :
   a. What factors influence the work-life balance phenomenon in generation Z employees?
   b. What impact can the work-life balance phenomenon have on generation Z employees?

Methods

This research uses a qualitative method with a phenomenological approach. The phenomenological approach is related to understanding the daily life and intersubjective world (life world) of participants. Phenomenological research tries to explain or reveal the meaning of concepts or experiential phenomena based on consciousness that occur in several individuals. Phenomenology is carried out in natural situations, so there are no limitations in interpreting or understanding the phenomenon being studied and researchers are free to analyze the data obtained. According to Polkinghorne (1989) in Creswell (2014: 452), phenomenology is the lived experience of several people about a concept or phenomenon. People involved in dealing with a phenomenon explore the structure of consciousness of human life experience. According to Cribe (1986) in Creswell (2014: 453)

Research participants are individuals who are involved in research by providing responses or contributions, either through information, energy, thoughts, materials, or responsibility for decisions that have been taken to achieve the stated goals. The participant selection technique in this research was chosen using a *purposive sampling technique* . *Purposive sampling* technique is a sampling technique carried out based on criteria or with certain considerations (Sugiyono , 2016). The criteria for participants in this research are as follows:

1) Employee/ i
2) 18-26 years old

The data collection method used in this research uses the interview method. According to Sugiyono (2016) interviews are a data collection technique used by researchers if they want to conduct a preliminary study to find problems that must be researched and if the researcher wants to know things from respondents in more depth and the number of respondents is small . Data collection techniques using interviews can be carried out structured or unstructured.

In this research, phenomenological data analysis techniques were used. There are structured and specific analysis methods developed by Moustakas (1994) (Creswell, 2015: 268-270), namely:
1) Describe personal experiences with the phenomenon being studied

2) Make a list of important statements
3) Taking these important statements are then grouped into meaning units or themes
4) Write a textural description (what was experienced) of the participant's experience
5) Describe structural description (how the experience occurred).

Research results

The findings of this research describe the results of interviews conducted on December 7 at the researcher's boarding house. The participants in this study were 2 women. With this sample size of participants, the researcher has obtained the information needed. The research participants were generation Z employees. Before carrying out previous research, the researcher often listened to stories from friends about their experiences while working, because the researcher conducted research on the theme of work-life balance and then the researcher contacted his friend who was an employee and belonged to the Z generation groups.

The following research results are as follows:

1) RAG Participants
   The first participant has the initials RAG, manifold female, born in 1999 and 24 years old. Currently RAG is working at a company in Jakarta as HR Admin. The results of the observations that have been made are:
   a. Physical Description
      The subject with the initials RAG is 24 years old, female, has the physical characteristics of not being too tall, quite full body, straight hair, white skin and wearing glasses.
   b. Environment Description
      When I conducted the interview, it was at night and we conducted the interview in the living room
   c. Behavior Description
      During the interview the subject looked cheerful and smiled a lot.

The following are the results of the interviews that were conducted:

Interview Results	Coding
• Feeling quite comfortable at work but there are tasks that are burdensome . • Spending quite a long time at work, an average of 9 hours and sometimes still getting work outside working hours . • The way to divide your time between work and personal life is that on weekdays you focus on work and on weekends you have time for personal life. • His work never interferes with his personal life because he can divide his time well. Vice versa, personal life never interferes with work because participants behave professionally. • Very family gives support because his current job is his own passion and desire. Likewise, in companies, they get support from superiors and co-workers. • There are no policies or programs that help create work-life balance for employees.	• Quite comfortable at work even though the task is heavy. • Work an average of 9 hours, sometimes overtime. • Weekdays focus on work, weekends for personal use. • Family and company support. • There is no work-life balance policy. • Personal relationships affect work balance. • Work-personal imbalance does not have a negative impact. • There is no conflict between work and time with family/friends.

• Can manage the balance between work commitments and family roles by providing news due to being away from the family • Personal relationships, whether with family, friends, or partners, have quite an impact on his work-life balance. • Imbalance between work and personal life does not have a negative impact. • Never experience conflicts between work demands and time with family or friends. • Have you ever felt stress related to work and your personal life but were able to manage it by managing the situation? • Have you ever felt burdened or stressed by your work due to the many tasks, but you can manage them by using a priority scale?	• Never feel stressed , but able to manage it. • Have you ever been overwhelmed by a lot of tasks, but managed them with a priority scale?

2) IED Participants

The second participant has the initials IED, manifold female, born in 1998 and 25 years old. Currently RAG is working at a company in Yogyakarta as HR Staff. The results of the observations that have been made are:

a. Physical Description

The subject with the initials IED is 25 years old, female, has physical characteristics that are not too tall, has a fairly full body, wears a hijab, and has white skin.

b. Environment Description

When I conducted the interview, it was at night and we conducted the interview in the living room

c. Behavior Description

During the interview the subject looked a little tired because he had just come home work

The following are the results of the interviews that were conducted:

Interview Results	Coding
• Daily life at work usually means spending 7-8 hours at work a day. • Quite often get work outside working hours such as Saturdays and Sundays. • Divide time between work and personal life by minimizing work outside working hours. • Sometimes work interferes with personal life if work does not run smoothly at the office. However, this does not interfere with daily activities. • Life , his personality never interferes with his work. • The family always supports and never demands anything, and gets appropriate support from superiors or co-workers. • There are no programs that help create work-life balance for employees. • Can manage the balance between work commitments and family roles by spending time with his family on weekends. • Work life does not affect personal relationships, whether with family, friends or partners, everything is quite balanced.	• Work 7-8 hours, often overtime on weekends. • Minimize work outside of hours. • Work can sometimes be annoying, but it doesn't break the routine. • Personal life does not interfere with work. • There is support from family and superiors/colleagues. • There is no work life balance program. • Personal connections , family, friends and work in balance. • Work-personal imbalance does not have a negative impact.

● The imbalance between work and personal life has no negative impact in everyday life. ● Never experience conflict between work demands and time with family or friends because when you work you focus on work and when you have time off you spend time with your family and friends. ● Have you ever felt stress related to work and personal life and can manage it by doing things/activities you like. ● Have you ever felt stressed or burdened if you were given a task for a short time and were afraid that you would not be able to work well and optimally?	● There is no conflict between work and family/friends time. ● Stress is managed with preferred activities. ● Short assignments can sometimes be overwhelming, fearing less than optimal results.

Research Results

Work-life balance determines whether a person is able to balance his personal life with his work affairs. As a guide for researchers to determine work-life balance in research subjects, researchers use question formulations as research interview guidelines. From the question formulation, the researcher divided 2 question formulations, namely regarding what factors influence the work-life balance phenomenon in generation Z employees and what impact the work-life balance phenomenon can have on generation Z employees. Based on each question formulation The researcher has studied it based on the questions that have been asked and answered by the participants, so that the researcher is able to see various factual findings that have emerged in this research. So, based on the results of data processing and the final findings of this research, the researcher explains as follows:

1) What factors influence the phenomenon of work-life balance in generation Z employees

From the results of the interviews, it was discovered that the subjects were able to divide their time between work and their personal lives well and work never interfered with their personal lives and vice versa, this was because the subjects were able to divide their time well , and the participants never mixed personal problems into work. and vice versa. The participants always received support from their families as well as their superiors and co-workers, this of course made the participants feel enthusiastic in carrying out their roles as employees and also their roles in the family.

2) What impact can the work-life balance phenomenon have on generation Z employees?

From the results of the interviews, it was discovered that the subjects had certainly felt pressured, burdened and stressed related to work and personal life, but the subjects were able to manage this well so that the impact of the perceived problem did not last long.

Conclusion

From the results of the discussion regarding work-life balance which has been analyzed by generation Z employees, it can be seen that personal life and work matters are two different things. The two cannot be mixed up, but both are at the top of the priority scale that must be done. Apart from that, even though they have felt pressured, burdened and stressed related to their work and personal life, they can manage it well. Thus, it can be concluded that the work-life balance of generation Z employees can be said to be balanced between work and their personal lives.

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