The Impact of Work-Life Balance onEmployee Engagement in Generation Z

Fernanda Rachmadini[1], Setyo Riyanto[2]
[1](Post Graduate Student, Mercubuana University, Indonesia)
[2](Post Graduate Lecturer, Mercubuana University, Indonesia)

Abstract: Employees will be the things that really affect the company in the practice of human resource management. Therefore the company needs more employee roles to create the company's vision and mission. However, human life is not just about work needs, there are personal needs of an employee who need a balance commonly called work-life balance. Employees' ability to achieve WLB with company support must lead to higher work engagement, greater commitment, and better job performance. And the challenge of involving employees lies in the welfare of the company because they face the challenge of entering generation z in the workforce. So research is needed related to the impact of work-life balance on employee management of generation z. The results of the study found that WLB is one of the factors that influence employee involvement in generation z. Employee involvement can be influenced by WLB in a company. The higher employee engagement, the higher the employee WLB level. This can be seen from the reliability test value for employee involvement is 0.983 and work-life balance 0.942, both values are greater than Cronbach's Alpha. In addition to the validity test, it seems that the entirety of each variable studied is valid, so the results of this study can provide information to be obtained.
Key Word:Work-Life Balance; Employee Engagement; Generaton Z.

I. INTRODUCTION

In this era of globalization, employees are always required to do a job quickly and correctly. Employees will be the things that really affect a company in the practice of human resource management. Because of that the company needs more employee roles to create the company's vision and mission. However, human life isn't only about the needs of work, there are personal needs of an employee who needs balance. This is commonly called the Work-Life Balance (WLB) concept which is usually applied in companies today between work and life domains (Mos et al., 2018). As such, the WLB can be described as an individual's perception that work and personal life are appropriate and hence encourage growth according to that individual's priorities.

Work-related problems are always directly related to workplaces where they carry dense and rigid schedules, and often there are job dissatisfactions that lead to personal problems, such as time management, rigid work schedules, and remote office (Nayak&Pandey, 2015). The imbalance between work and personal life causes higher stress which can lead to greater turnover intentions by employees (Kumara &Fasana, 2018). Thus, the ability of employees to achieve WLB with company support must lead to higher work engagement, greater commitment, and better job performance (Bhalerao, 2013).Furthermore, research conducted by (Mohd, Shah, and Zailan2016), states that the factors that can influence employee engagement are appreciation, work environment, and work-life balance. According to (Anitha in Mohd, Shah, and Zailan2016), there is a significant relationship between employees, work environment, and employee engagement.

In addition, the challenge of employee engagement lies in the welfare of the company because they face the challenge of entering generation z in the workforce. Generation z has different thoughts and demands that are almost the same as the millennial generation. According to the bustle.com article, the US conducted a national survey across generations that received 1992 responses. The result is that Millennials and Gen Z have a different approach to work than in past generations. ADP says that why workplace flexibility has become such a significant consider how younger generations choose wherever they work.The company must meet Millennials and Gen Z expectations because the number of workers in this group is the largest in the coming period.

Related to this, this research will discuss about impact of work-life balance on employee engagement in Gen Z. The research will be conducted in the ICT industry sectorin several companies in Jakarta, Indonesia. This is because generation Z has been born in a computerized era. Then this sector will be closely related to generation Z.

II. LITERATUR REVIEW

Work-Life Balance

Work-life Balance (WLB) is rooted in the employee's need to achieve a healthy balance between the desire to participate in the world of work by giving the best for between one's profession and personal life (Lavoie, 2014; Bhalerao, 2013).). Previous studies found that WLB was associated with higher levels of job satisfaction, life satisfaction, and better mental health (Haar et al., 2014). The more control employees feel over their lives, the more they can balance and commit to work and personal life (Jaharuddin et al., 2019). The concept of WLB depends on the character of people and their perception. In fact, there are studies that show that the WLB program shows indirect effects to help employees improve their well-being conditioned by individual positive attitudes and coping strategies in their lives (Zheng et al., 2016). The term WLB usually refers to writing about company support for flexible work choices, and family or personal leave written by (Estes and Michael in Low, 2019). Therefore this practice includes flexible working hours. Providing workers who can control their working hours with information about healthy and social work scheduling will help them to minimize unintentional social disruption due to their choice of working hours (Arlinghaus et al, 2019). WLB training must be technical in nature and must also include conflict management and stress management. To continue organizational support for WLB, Figure 1 as follows represents the most common WLB practices (Sánchez-Hernández et al., 2019).

Fig no 1 : Common work-life balance practices.
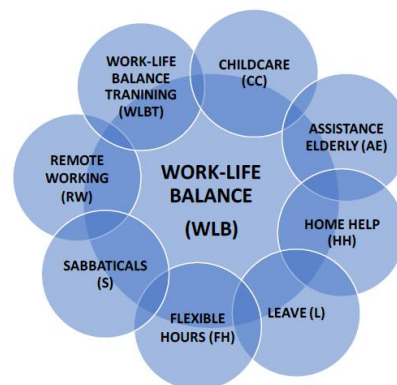
Source: (Sánchez-Hernández et al., 2019)

Employee Engagement

Employee engagement is key to increasing the success of a company. Efficiency and productivity are prerequisites for success with intense market competition. Healthy, capable, and attractive employees are the main capital of the company as a builder of competitive advantage (Setyo et al, 2019). Research from Treacy shows an awfully vital relationship between worker engagement with the specified work performance of the corporate. the direction of causality from WLB to the dimensions of engagement was discussed by Hassing 2016 (Low and Chua, 2019). Engagement is a situation where individuals are emotionally and intellectually committed to the organization as measured by three main behaviors, namely Say, Stay, and Strive (Winansis et al, 2020). (Yakin et al, 2012) and (Maharani et al 2013), found a positive relationship between job satisfaction and employee engagement, where the high level of engagement is highly dependent on the level of employee job satisfaction. A study by (Maida, Setyo, and Hapzi, 2017), found that job satisfaction and leadership style are strongly associated with employee productivity.

Generation Z

Gen Z is a generation born between 1995 and 2015 (Turner, 2015). Gen Z will reach 2.56 billion individuals globally by 2020 and it is estimated that by 2020, they will occupy 20% of the workplace (Dwidienawati and Gandasari, 2018). This will be a phoneme in one company and there will be three different generations, with a different set of values, behaviors, and attitudes. Managing multi-generational dynamics is a major challenge for companies. Each generation has unique abilities and competencies. This generation has different characteristics compared to the Millennium because they are born and grow in different social and economic conditions. Being born in a bad economic condition has made Gen Z a more realistic generation than the optimistic Gen Y. Gen Z is generally more risk-averse than previous generations. They have lower expectations, are confident but cautious, and have quite simple demands compared to Gen Y (Tulgan, 2013). Gen Z places money and job security at the top of his priority list Stillman et al., 2017). This generation is known as the digitization generation (Koulopoulos and Keldsen, 2014). Gen Z is the first generation that can

access large-scale digitalization with Wi-Fi, and interactive computer games on smartphones (Bassiouni and Hackley, 2014). Gen Z averages 6.5 hours every day in front of an electronic screen (Berkup, 2014). Gen Y mostly communicates with text, Gen Z with advances in social exchange technology via Skype, FaceTime, or even interactive video games, Gen Z is more able to socialize (Dwidienawati and Gandasari, 2018).

III. METHODS

This research is a descriptive and verification study with an approach taken with quantitative researchwhere information or data to be analyzed or processed using the SPSS for Windows and used a survey method. The population is employees who work in several companies engaged in the ICT industry sector in Jakarta, Indonesia. The sampling technique used was simple random sampling with a population determined by 127 respondents. In this study there are 2 variables, namely variable X or the independent variable represented by X1 = work-life balance and X2 = employee engagement, and variable Y or the dependent variable represented by generation z.

Fig no 2 :Conceptual Framework.
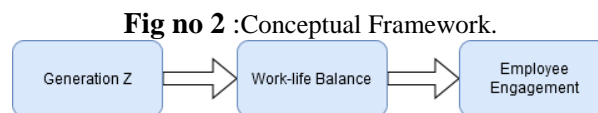
The variables of this study are testing the questionnaire test instruments with validity and reliability tests. Hypothesis testing partially (t-test) and simultaneously (F-test) error tolerance level of 5%. The questionnaire was adapted from (Hayman, 2005) with a work-life balance variable with a total of 15 items. And the adaptation of (Schaufeli& Bakker, 2003) is used for employee engagement variables that have a total of 17 items questionnaire.

IV. RESULT AND DISCUSSION

Validity

Validity is done by comparing the value of r test with r table, if rtest>rtable then the question is valid, but if rtest<rtable then the question item is invalid (Ghozali, 2013. p. 54).The value of rtable found from df = n-2 is 127-2 = 125 with a significance level of 5%, then finding rtable = 0.176. The following are the validity of the test results on the research variables (employee engagement and work-life balance).

Table no 1 :Test results of employee engagement and work-life balance variable validity.

VARIABLE	CORRECTED ITEM-TOTAL CORRELATION (RTEST)	RTABLE	DESCRIPTION
Employee Engagement			
EE1	0.910	0.912	VALID
EE2	0.880	0.876	VALID
EE3	0.880	0.866	VALID
EE4	0.880	0.884	VALID
EE5	0.910	0.898	VALID
EE6	0.878	0.855	VALID
EE7	0.878	0.863	VALID
EE8	0.880	0.881	VALID
EE9	0.865	0.869	VALID
EE10	0.886	0.888	VALID
EE11	0.878	0.858	VALID
EE12	0.910	0.900	VALID
EE13	0.910	0.903	VALID
EE14	0.878	0.850	VALID
EE15	0.910	0.876	VALID
EE16	0.880	0.878	VALID
EE17	0.878	0.872	VALID
VARIABLE	CORRECTED ITEM-TOTAL CORRELATION (RTEST)	RTABLE	DESCRIPTION
Work-life Balance			

WLB1	0.578	0.176	VALID
WLB2	0.692	0.176	VALID
WLB3	0.780	0.176	VALID
WLB4	0.833	0.176	VALID
WLB5	0.591	0.176	VALID
WLB6	0.841	0.176	VALID
WLB7	0.546	0.176	VALID
WLB8	0.692	0.176	VALID
WLB9	0.780	0.176	VALID
WLB10	0.551	0.176	VALID
WLB11	0.578	0.176	VALID
WLB12	0.731	0.176	VALID
WLB13	0.816	0.176	VALID
WLB14	0.775	0.176	VALID
WLB15	0.804	0.176	VALID

In Table no. 1 on the results of the validity test of the employee and work-life balance variables, it appears that the entirety of each of the variables studied is valid, so the results of this study can provide information to be obtained.

Reliability

The reliability test is used to test data consistency in a certain period. The basis for decision making in the reliability test is as follows:
   a. If Cronbach's Alpha value > 0.70 then the questionnaire or questionnaire is declared reliable orconsistent.
   b. Meanwhile, if the Cronbach's Alpha value < 0.70 then the questionnaire or questionnaire was declared unreliable or inconsistent.
The following are the results of the reliability test.

Table no 2 :Reliability test results variable research.

VARIABLE	CRONBACH'S ALPHA	NUMBER OF ITEM	DESCRIPTION
Employee Engagement	0.983	17	Reliable
Work-life Balance	0.942	15	Reliable

According to Table 2 shows that the variables consisting of employee engagement and work-life balance have reliable data, this can be seen from the Cronbach's Alpha value> 0.70.

V. CONCLUSION

In this study, it can be concluded that WLB is one of the factors that influence employee involvement in z generation. Employee involvement can be influenced by WLB in a company. The higher employee engagement, the higher the employee WLB level. This can be seen from the reliability test value for employee engagement is 0.983 and work-life balance is 0.942, both values are greater than Cronbach's Alpha. In addition to the validity test, it seems that the entirety of each variable studied is valid, so the results of this study can provide information to be obtained. It is hoped that this study will be able to provide information about the impact of WLB on employee involvement to pay attention to welfare between personal life and work-life for employees in the company. A form of corporate concern for the right balance between work and life demands, such as caring for employees, prioritizing employee interests, and flexibility.

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