



The relationship between workload and work life balance in generation Z employees

Hubungan antara beban kerja dengan *work life balance* pada karyawan generation Z

Article History

Accepted
November 09, 2024

Received
May 02, 2024

Published
December 31, 2024

Hudan Azkiya Rachman¹, Pratista Arya Satwika^{1*}

¹ Faculty of Psychology, Sebelas Maret University, Indonesia

ABSTRACT

In recent years, the world of work has seen the arrival of a new generation known as Generation Z. Generation Z has different desires from previous generations, especially in the aspect of work flexibility related to work life balance. In achieving work life balance, workload analysis is needed, because workload can indirectly lead to a decrease in work life balance. This study aims to determine the relationship of workload to work life balance in Generation Z employees at PT "X". The research method used is quantitative method using Spearman Rank non-parametric test. The subjects of this study were 61 employees at PT "X" using saturated samples. This study uses a workload scale and a work life balance scale. The results showed a positive relationship between workload and work life balance with a correlation value of 0.352 ($p < 0.05$). This shows that when the level of workload is increased according to the ability of employees, the level of work life balance also tends to increase, and vice versa. This finding provides important implications for organizations to pay attention to workload so that generation Z employees can achieve their work-life balance.

1* Corresponding Author: Pratista Arya Satwika, email: pratista@staff.uns.ac.id Fakultas Psikologi, Universitas Sebelas Maret, Jl. Ir. Sutami 36A, Jebres, kodepos: 57126, Surakarta,

KEY WORDS:

workload; work-life balance; employees; generation z

ABSTRAK

Beberapa tahun terakhir, dunia kerja kedatangan generasi baru yang dikenal Generasi Z. Generasi Z memiliki keinginan yang berbeda dengan generasi-generasi sebelumnya terutama dalam aspek fleksibilitas bekerja yang berhubungan dengan *work life balance*. Dalam *meraih work life balance* diperlukan pengaturan beban kerja atau *workload analysis*, karena secara tidak langsung beban kerja dapat mengakibatkan penurunan *work life balance*. Penelitian ini bertujuan untuk mengetahui hubungan beban kerja terhadap *work life balance* pada karyawan Generasi Z di PT "X". Metode penelitian yang digunakan yaitu metode kuantitatif dengan menggunakan uji non parametrik Spearman Rank. Subjek penelitian ini sebanyak 61 karyawan di PT "X" dengan menggunakan sample jenuh. Penelitian ini menggunakan skala beban kerja dan skala *work life balance*. Hasil penelitian menunjukkan adanya hubungan yang positif antara beban kerja dengan *work life balance* dengan nilai korelasi 0.352 ($p < 0.05$). Hal ini menunjukkan ketika tingkat beban kerja ditingkatkan sesuai dengan kemampuan karyawan, tingkat *work life balance* juga cenderung meningkat, demikian sebaliknya. Penemuan ini memberikan implikasi penting bagi organisasi untuk memperhatikan beban kerja agar karyawan generasi Z dapat mencapai *work-life balance* nya.

KATA KUNCI

beban kerja; work-life balance; karyawan; generasi z



Copyright ©2024. The Authors. Published by Journal of Indonesian Psychological Science (JIPS). This is an open access article under the CC BY NO SA. Link: [Creative Commons — Attribution-NonCommercial-ShareAlike 4.0 International — CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/)

Introduction

Generation Z is the age group born between 1995 and 2010 (Brown, 2020), which is also often referred to as "Digital Native" (a generation that grew up with digital technology and social media) (Jayatissa, 2023). This generation has an open character, likes flexibility in work, prefers to work in groups rather than alone, and prefers a family atmosphere (Haryanto, 2019). These characteristics make Generation Z employees tend to have different desires from previous generations, especially in the aspect of work flexibility related to work-life balance (Rachmadini & Riyanto, 2020).

The balance between work life and personal life is widely championed by Generation Z employees, this is based on data found by Satwika and Suhariadi

(2023) which shows that 58% of Generation Z employees consider personal health to be important today. However, based on this research, it was also found that work-life balance in Generation Z employees is still disrupted. The data shows that 26% of Generation Z employees feel that their work interferes with their personal life domain with high categorization, 62% are in the medium categorization, and the remaining 12% are in the low categorization (Satwika & Suhariadi, 2023). This data is also supported by research by Mahardika et al. (2022) who found that the tendency for low work-life balance in Generation Z employees was also found in the factors of income, activities outside of working hours, working hours, and place of residence.

The term work-life balance refers to the balance between the world of work and the personal world, which is related to balancing harmony in individual lives (Fidyani, 2018; Kelliher et al., 2019). In another sense, work-life balance is defined as a person's effort to achieve a balance between two obligations and activities where this relates to pressure, goal achievement, energy, and time (Fisher, 2002). Greenhaus et al. (2003) also explained work-life balance as the extent to which a person has an attachment in the same way to the family and the world of work, and is balanced towards work and family obligations. Another definition refers to (Lockwood, 2003) work-life balance is defined as an individual condition that is balanced in personal life obligations with work obligations. If work-life balance cannot be achieved by the company, it will harm the company itself such as affecting job performance (Rafsanjani et al., 2019), turnover intention (Suganda, 2022), well-being (Sun et al., 2023), job satisfaction, and organizational commitment

Research has also found several factors that can affect employee work-life balance such as individual or personality factors, organization, work stress, environment, working hours, family support, work support, work compensation, and workload (Arditya Afrizal Mahardika et al., 2022; Poulouse & Susdarsan, 2014; Rizky & Afrianty, 2018). Based on the exposure of these researchers, workload is one of the many factors that affect work-life balance. This is reinforced by previous research which explains that workload has a significant effect on work-life balance (Pasla et al., 2021; Putra Edy Wirawan, 2022; Syihabudhin et al., 2020; Wirawan, 2022).

As the most junior employees in the workplace, Generation Z employees need a lot of experience and skills to complete their work. This makes it not uncommon for Generation Z employees to be given greater opportunities than other Generation employees to complete their tasks as learning. The number of

opportunities and tasks that must be completed will then have an impact on the high workload of Generation Z employees. Allard et al (in Xiaoming et al., 2014) said workload is a condition where employees in the company spend their energy psychologically and physiologically to achieve goals. If the individual's ability is above the given workload, then the workload is said to be low and the individual feels bored. Conversely, if the workload given is far below the individual's ability, then the workload is said to be high, and the individual experiences job fatigue (Widyanti et al., 2012).

Bruggen (2015) defines workload in terms of quantity, which is the amount of work to be completed by employees, qualitative tasks, and the level of difficulty of the work to be completed by employees. Workload has a U-shaped relationship with employee performance, namely that employee performance increases with increasing workload up to a point that is by individual abilities, and after passing that point employee performance decreases as workload increases (Bruggen, 2015). Research by Widyanti et al. (2012) explained that each needs the amount of workload that follows the person's ability to provide optimal workability. Workload is the amount of work given to employees (Tarwaka et al., 2004).

There are many studies that examine workload and work-life balance, but there are still few studies that focus on the relationship between workload and work-life balance of Generation Z employees. Referring to these studies, researchers want to examine the extent of the influence of workload on work-life balance, especially for Generation Z employees.

Method

This research uses quantitative methods with respondents of Generation Z employees who have worked. The population in this study were Generation Z employees at company X, totaling 61 employees. The research sample was taken using non-probability sampling techniques, with an emphasis on the use of saturated sampling, which is a technique for selecting sample members when the entire population is taken as a sample (Sugiyono, 2013). Data collection and distribution began on November 8, 2023 to November 22, 2023.

Data for this study were obtained through the use of a questionnaire, which consisted of several questions taken from psychological scales, namely the work-life balance scale and the workload scale. This questionnaire was distributed online through the Google Form platform. The use of online questionnaires was chosen with consideration of efficiency in data collection, which allows time

savings in the process of distributing questionnaires to the research population.

Measurement of work-life balance using the work-life balance scale developed by Fisher et al. (2009) using the dimensions of work-life balance, namely: work enhancement of personal life, personal life enhancement of work, personal life interference with work, and work interference with personal life. The scale consists of 14 items with the index value of the differential power of the items in the range of 0.279 to 0.666 and a reliability coefficient of 0.839. The higher the score obtained, the higher the level of work-life balance owned by the respondent.

Measurement of workload variables using a workload scale developed by Tarwaka et al. (2004) using aspects of workload, namely: mental workload aspects and physical workload aspects. The scale consists of 15 items with the index value of the differentiating power of the items in the range of 0.273 to 0.721 and the reliability coefficient value of 0.864. The higher the score obtained, the more appropriate the level of workload with employee abilities.

The data analysis used in this study used the Spearman rank non-parametric correlation test. Data analysis using IBM SPSS Statistics 26.

Result

The results of descriptive analysis of research data show that the empirical mean of workload variables is 59.70 (SD = 7.228) and work-life balance is 53.03 (SD = 7.578). The results of empirical data categorization show that the majority of respondents are in the moderate categorization at the workload level (62.3%) and the work-life balance level (65.5%).

Spearman rank correlation test analysis that has been conducted on 61 respondents resulted in a correlation value of 0.352 ($p < 0.05$) between workload and work-life balance variables. This means that there is a positive relationship between workload and the work-life balance of Generation Z employees. Based on the correlation strength level criteria, the correlation coefficient value of 0.352 is included in the interval value of 0.25 - 0.50 and is included in the moderate category. The correlation coefficient has a positive value, which indicates that when the level of workload is increased according to the employee's ability, the level of work-life balance also tends to increase, and vice versa.

Discussion

The results of hypothesis testing using Spearman Rank correlation show a significant positive relationship between workload and work-life balance in

Generation Z employees, with a relationship coefficient value of 0.352 ($p < 0.05$). The research hypothesis that reveals the relationship between workload and work-life balance in Generation Z employees can be accepted. The correlation between the two variables shows a moderate level of relationship and a positive direction of relationship ($r=0.352$). This means that when the level of workload is increased according to the ability of employees, the level of work-life balance in Generation Z employees also tends to increase, and vice versa.

The results of the research conducted are in line with the results of several previous studies which show that there is a significant and positive relationship between work-life balance and workload. This indicates that when the level of workload is increased according to the employee's ability, the level of work-life balance also tends to increase, and vice versa (Pasla et al., 2021; Sari et al., n.d.; Syihabudhin et al., 2020; Wirawan, 2022) The workload that is not by the employee's ability, such as if the workload is lower than the employee's ability, will cause the employee's work-life balance to decrease because the employee will feel bored with his job and tend to prioritize his personal life. Likewise, when the workload exceeds the employee's ability, the employee will experience stress, causing the work-life balance to decrease.

Based on the results of the study, work-life balance and workload are correlated at 0.352, which means they are included in the moderate category. Other factors influence work-life balance, such as research by Mahardika et al. (2022) which shows that work-life balance can be influenced by the organizational or corporate environment, social support, place of residence, and work compensation. Based on several studies, work-life balance is significantly influenced by various factors, namely working hours, work stress, saturation at work, employee welfare, employee performance, age, changes in working conditions, new technological demands, and poor management (Jyoti & Verma, 2022; Rosnani et al., 2023).

Overall, this study is not free from limitations. The first limitation is related to the sample size which is limited to 61 respondents of Generation Z employees in one organization. This makes the results of this study less generalizable to different samples. The second limitation is related to the instrument used in this study is an online self-report scale, so there may still be bias in its measurement. Researchers suggest that future studies can further expand the research sample by increasing the sample size and using sampling techniques that are more likely to generalize the results of this study. In addition, researchers also suggest using instruments that are free from bias, expanding the research area, and using other

variables besides workload in influencing work-life balance in Generation Z employees.

Conclusion

Referring to the results of the analysis and findings of this study, it can be concluded that there is a significant relationship between workload and work-life balance in Generation Z employees at Company X. The correlation coefficient is positive ($r = 0.352$) which indicates that there is a positive relationship between the two variables, namely workload and work-life balance. This means that when the level of workload is increased according to individual abilities, the level of work-life balance in employees tends to increase, and vice versa. This finding provides important implications for organizations and becomes material for stakeholders such as HR or organizational leaders to be able to pay more attention to the workload for Generation Z employees so that they are better able to achieve their work-life balance.

References

- Arditya Afrizal Mahardika, Ingarianti, T., & Uun Zulfiana. (2022). Work-life balance pada karyawan generasi Z. *Collabryzk Journal for Scientific Studies*, 1(1), 1–16. <https://doi.org/10.58959/cjss.v1i1.8>
- Brown, A. (2020). Everything you've wanted to know about gen Z But were afraid to ask. *Forbes*, 2020.
- Bruggen, A. (2015). An empirical investigation of the relationship between workload and performance. *Management Decision*, 53(10), 2377–2389. <https://doi.org/10.1108/MD-02-2015-0063>
- Fidyani, L. (2018). Pengaruh work life balance terhadap kesuksesan karier karyawan (studi kasus pada perawat rumah sakit umum daerah Kabupaten Sidoarjo). *Universitas Pertamina*, 9(1), 110–120.
- Fisher, G. G. (2002). Work-personal life balance: A construct development study (Unpublished doctoral dissertation). In *Journal of Allergy and Clinical Immunology* (Vol. 63, Issue ues 1-B). ProQuest Information & Learning. <http://dx.doi.org/10.1016/j.jaci.2012.05.050>
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A Measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>

- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Haryanto, G. C. (2019). Perbedaan penggunaan internet, media sosial, dan persepsi pada dunia kerja menurut tahun kelahiran generasi Z (Studi pada Mahasiswa Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta). In *Badan Pengembangan dan Pembinaan Bahasa, Kementerian Pendidikan dan Kebudayaan Republik Indonesia* (pp. 10–23). Universitas Atma Jaya Yogyakarta. <http://ejournal.uajy.ac.id/20854/>
- Jayatissa, K. A. D. U. (2023). Generation Z – A new lifeline: A systematic literature review. *Sri Lanka Journal of Social Sciences and Humanities*, 3(2), 179–186. <https://doi.org/10.4038/sljssh.v3i2.110>
- Jyoti, & Verma, O. (2022). The impact of poor work life balance on employees health, organisation and society. *International Journal Research in Finance and Management*, 5(2), 1–8. <https://doi.org/10.33545/26175754.2022.v5.i2a.143>
- Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human Resource Management Journal*, 29(2), 97–112. <https://doi.org/10.1111/1748-8583.12215>
- Lockwood, N. (2003). Work/life Balance: Challenges and solutions. *Society for Human Resource Management*. <https://books.google.co.id/books?id=qMvSPAAACAAJ>
- Mahardika, A. A., Ingarianti, T., & Zulfiana, U. (2022). Work-life balance pada karyawan generasi Z. *Collabryzk Journal for Scientific Studies*, 1(1), 1–16. <https://doi.org/10.58959/cjss.v1i1.8>
- Pasla, P., Aseptu, U., Widyaningrum, S., Pramesti, M., & Wicaksono, S. (2021). The effect of work from home and work load on work-life balance of Generation X and Generation Y employees. *Journal of Economics, Finance and Accounting Studies*, 3(2), 220–224. <https://doi.org/10.32996/jefas.2021.3.2.21>
- Poulose, S., & Susdarsan, N. (2014). Work- life balance : A conceptual review. *International Journal of Advances in Management and Economics*, 3(2), 1–17.
- Putra Edy Wirawan, R. (2022). Pengaruh beban kerja terhadap stres kerja melalui work life balance. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial*,

Ekonomi, Budaya, Teknologi, Dan Pendidikan, 1(10), 2169–2180.

<https://doi.org/10.54443/sibatik.v1i10.319>

Rachmadini, F., & Riyanto, S. (2020). The impact of work-life balance on employee engagement in generation Z. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 25(5), 62–66. www.iosrjournals.org

Rafsanjani, F., Nursyamsi, I., & Pono, M. (2019). The effect of work-life balance on employee performance with job stress and job satisfaction as intervening variables. *Hasanuddin Journal of Business Strategy*, 1(4), 37–42. <https://doi.org/10.26487/hjbs.v1i4.284>

Rizky, D., & Afrianty, T. W. (2018). Pengaruh beban kerja terhadap stres kerja dengan work life balance sebagai variabel intervening. *Jurnal Administrasi Bisnis*, 61(4), 47–53.

Rosnani, T., Daud, I., Theresa, R., Kalis, M. C. I., & Fahrana, Y. (2023). Determinants and consequences of work-life balance. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 12(2), 222. <https://doi.org/10.26418/jebik.v12i2.63084>

Sari, A. L. P., Ardiyanti, N., & Noviardi, H. (n.d.). The Impact of workload and role conflict towards work-life balance among government auditors in Indonesia. *Proceedings of Business and Management Conferences*.

Satwika, P. A., & Suhariadi, F. (2023). Work-life balance in generation Z employees. *Preparing Gen-Z as Agents of Change in the Era of the Industrial Revolution 4.0. towards Society 5.0. The 1st International Conference on Psychology, Health and Humanity (ICPSYH2)*.

Suganda, U. K. (2022). Reducing turnover intention: The mediating role of work-life balance and organizational commitment. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(3), 01–12. <https://doi.org/10.36096/ijbes.v4i3.344>

Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif* (R. Alfabeta (ed.)).

Sun, N., Liang, S., Li, H., & Song, H. (2023). Ex post i-deals, work-life balance, and work well-being in the hospitality industry: the moderating role of gender. *International Journal of Contemporary Hospitality Management*, 35(9), 3077–3094. <https://doi.org/10.1108/IJCHM-03-2022-0350>

Syihabudhin, S., Nora, E., Juariyah, L., Hariri, A., & Dhika, O. (2020). Effect of workload on employee performance through work life balance at Ollino

Garden Hotel Malang East Java. *Proceedings of the 3rd Asia Pacific Management Research Conference (APMRC)*, 141–146.

<https://doi.org/10.2991/aebmr.k.200812.025>

Tarwaka, Bakri, I. S. H. A., & Sudianjeng, I. Li. (2004). Buku ergonomi untuk keselamatan, kesehatan kerja, dan produktivitas. In *Angewandte Chemie International Edition*, 6(11), 951–952. UNIBA.

Widyanti, A., Johnson, A., & Waard, D. De. (2012). Pengukuran beban kerja mental dalam searching task dengan metode rating scale mental effort (RSME). *Jati Undip*, 5(1), 1–6. <https://doi.org/10.12777/jati.5.1.1-6>

Wirawan, R. P. E. (2022). Pengaruh beban kerja terhadap stres kerja melalui work life balance: studi pada pegawai dinas perhubungan Kota Pasuruan. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 1(10), 2169–2180. <https://doi.org/10.54443/sibatik.v1i10.319>

Xiaoming, Y., Ma, B. J., Chang, C. L., & Shieh, C. J. (2014). Effects of workload on burnout and turnover intention of medical staff: A study. *Studies on Ethno-Medicine*, 8(3), 229–237.

<https://doi.org/10.31901/24566772.2014/08.03.04>

This page is intentionally left blank