

# An Overview of Work-Life Integration Among Generation Z Employees

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## ABSTRACT

Digital transformation has brought about significant changes to the world of work, including how individuals balance their time between professional responsibilities and personal lives. The concept of Work-Life Integration (WLI) is becoming increasingly relevant, especially for Generation Z, who grew up in the digital era and have expectations of flexible work arrangements. This study aims to investigate the level of work-life integration (WLI) among Generation Z workers in Indonesia. A non-experimental, quantitative research method was employed, utilizing purposive sampling for data collection. This study used the Work-Life Limits Enactment Scale as an instrument. Data was collected through questionnaires distributed to 196 working Generation Z respondents. The results showed that the level of WLI among Generation Z fell into the low category, with a mean score of  $M = 3.79$ , which is lower than the hypothetical mean. In addition, the Work-to-Life dimension recorded a higher average score ( $M=4.04$ ) compared to the Life-to-Work dimension ( $M=3.54$ ). These findings suggest that Generation Z still faces challenges in integrating their work and personal lives amidst the demands of a flexible work system. This condition can be taken into consideration by companies when formulating policies aimed at improving WLI. In addition, a significant difference ( $t=2.00$ ,  $p=0.047$ ) was found between the level of WLI and the presence of household assistants, indicating that the level of WLI in Generation Z is higher than that of Generation Z.

**Keywords :** Work-Life Integration, Generation Z, Employee

## INTRODUCTION

In recent decades, life and work have undergone rapid changes. Technological advancements, demographic changes, shifts in economic structures, and shifting social values have been various aspects that have undergone changes and significantly altered the way individuals interact within their environment (Vinopal, 2019). These changes have also affected expectations of work, career trajectories, and overall lifestyles. One of the most significant drivers of this transformation is the advancement of technology, which has become an integral part of various aspects of life, including the workplace. Companies and individuals face the challenge of adapting to the evolving dynamics, from digitalization to the latest developments in work patterns.

Digital transformation has had a significant impact on various aspects of life, especially in the world of work, including how individuals manage their time between professional responsibilities and personal life. Changes in the use of technology have transformed the way companies operate, from manual systems to automation, allowing work to be completed more quickly and efficiently. Digitalization allows for smoother communication, more accurate data management, and more flexible work processes (Satismitra, 2024). With technology, companies can increase productivity, reduce operational costs, and achieve greater business success in a shorter time (Pham, 2021). Indonesia itself has experienced rapid changes in the technology sector, as reflected in the number of internet users in Indonesia, which now stands at 221.6 million people, or approximately 79.5% of the Indonesian population (Komdigi, 2024). The world of work in Indonesia is also experiencing changes in the technological aspect, starting from job automation through digital devices and remote work trends to new technologies such as big data, which support business processes in companies (Wilfandi, 2024).

Changes are not only occurring in technology that facilitates work flexibility but also in the characteristics of the workforce itself, which is currently increasingly dominated by Generation Z. Based on data released by the Central Bureau of Statistics (BPS), Generation Z, which consists of individuals born between 1997 and 2012, accounts for approximately 34.74% of the total working-age population in Indonesia. This indicates that Generation Z is a significant age group in the demographic structure of the Indonesian workforce today. Known as digital natives, Generation Z is highly exposed to the internet, social media, and digital devices. This has led to different mindsets and career expectations between them and previous generations. Generation Z is known as an individual who is adaptive to technology, prioritizes flexibility in work, and seeks a work environment that supports professional and personal development (Mahardika et al., 2022). In addition, Generation Z also shows greater concern for mental well-being issues. They prefer to work in environments that support psychological health and offer a healthy balance between work life and personal life. This need for work-life balance is one of the top priorities in choosing and keeping a job (Schwartz et al., 2022). Therefore, it is important for organizations and companies to deeply understand Generation Z's work patterns, values, and preferences. This understanding can serve as the basis for designing the right strategy to effectively recruit, retain, and manage this generation's workforce, thereby remaining competitive in an increasingly dynamic and technology-driven world of work.

In the modern work environment, Generation Z exhibits behavioral patterns that reflect their need for a balance between professional responsibilities and other aspects of personal life. This generation tends to have a preference for jobs that offer flexibility, both in terms of time and location. In addition, they are also more interested in companies that implement an inclusive work culture, value diversity, prioritize employee welfare, and offer opportunities for continuous self-development. This phenomenon is evident in the increasing number of Generation Z individuals choosing to join organizations that implement remote working policies, more flexible leave systems, and training or self-development programs that support productivity without sacrificing the quality of their personal lives. The rapid changes occurring in today's digital era require Generation Z to be adaptive in dealing with dynamic

work situations, where flexibility and autonomy are key. However, this demand for flexibility also brings its challenges. The boundaries between professional and personal life are increasingly blurred, creating challenges in maintaining a healthy balance between the two. The increasing development of technology has also enabled Generation Z to integrate their work and personal lives through digital media. High work flexibility can certainly provide benefits, but it can also cause negative impacts such as burnout, prolonged work stress, and decreased psychological well-being (Allen et al., 2020). With these increasingly dynamic work patterns, organizations need to understand how this generation balances the demands of their work with other aspects of their lives.

Generation Z is a group whose daily lives are increasingly integrating the world of work and personal life. Currently, the flexible work system allows both to be run simultaneously without too many rigid restrictions. According to Leary (2021, as cited in Aditya et al., 2023), Work-Life Integration (WLI) is a combination of personal life and professional life, consisting of two dimensions. The first is the Work-to-Life dimension, which describes how much work activities or demands affect a person's personal life. Examples of incidents from this dimension are bringing work home and doing it outside of working hours. The second dimension is Life-to-Work, which describes how much personal life affects one's work activities or performance. Difficulty focusing at work due to problems at home is a clear example of this dimension. If someone scores high on the Work-to-Life dimension, it can be concluded that work significantly affects their personal life, both positively and negatively. Conversely, if the Life-to-Work dimension has a high score, it indicates that personal life is often intertwined with an individual's professional life. Thus, balance in WLI can be achieved by managing these two dimensions effectively to obtain balanced scores and prevent one from dominating the other.

The phenomenon of WLI is increasingly popular, especially among Generation Z, as they seek balance and flexibility in managing their work and personal lives. Currently, two phenomena are being widely discussed: Work-Life Integration (WLI) and Work-Life Balance (WLB). The two phenomena are often considered to have the same meaning, but they represent distinct concepts. According to Fisher (2001, and Wicaksana et al., 2020), WLB is an effort made by an individual to balance two or more roles that are being lived simultaneously related to energy, time, goal achievement, and pressure. Meanwhile, the definition of WLI, according to Leary (2001, as cited in Aditya et al., 2023), is the integration of personal life and professional life, allowing them to be carried out in tandem. Based on this statement, Work-Life Balance (WLB) is a condition in which a person attempts to strike a balance between their professional and personal worlds, often emphasizing the distance between the two. Meanwhile, WLI is a phenomenon that combines the professional world and the personal world, allowing individuals to manage both simultaneously. The development of WLI is now increasingly popular because it is accompanied by the rapid advancement of technology, allowing people to work more flexibly.

Apart from being a form of adjusting to the times, implementing a more flexible work system will also bring benefits to both employees and organizations. For employees, work flexibility will enable them to strike a balance between professional demands and other aspects of life, such as health, family, and personal development opportunities. This will contribute to

improved mental well-being and job satisfaction, which in turn can increase productivity and loyalty to the company. Meanwhile, for organizations, policies that support work flexibility can be an effective strategy in attracting and retaining top talent. This will be especially relevant for Generation Z, which tends to have a preference for work environments that provide flexibility in adjusting professional and personal needs, one of which is the implementation of hybrid work methods and Work From Home (Deloitte, 2022). Therefore, research into how individuals manage their work responsibilities and other aspects of their lives is critical to understanding the effectiveness and challenges of implementing a more flexible work system.

Previous research has yielded mixed findings regarding the concept of WLI. For example, a study conducted by Allen et al. (2014) yielded a mean value of 3.17 and a hypothetical mean of 4 on the WLI variable, indicating a relatively low average value. Meanwhile, other studies report a mean value of 4.7 and a hypothetical mean of 3.5 for the same variable; thus, it can be concluded that this study has a high average value (Sverdlik & Oreg, 2021). Additionally, a study conducted by Aditya et al. (2023) yielded an average value of 4.14. This figure is close to the hypothetical mean value of 4.00 used in this study, allowing it to be categorized as a result with a high average level. Based on these various research results, inconsistencies are observed in the mean value of the WLI variable, indicating that individual experiences in integrating work life with other aspects can vary depending on various influencing factors in their lives.

The average difference in the WLI variable encourages researchers to explore this phenomenon further in order to gain a deeper understanding of the average value of this variable in Generation Z. Additionally, research on WLI that specifically targets Generation Z is still relatively limited. Therefore, this research is interesting and important to be re-conducted with different participant characteristics from previous studies, especially in the context of the changing world of work that continues to evolve.

## **METHOD**

The method employed in this study is a non-experimental, quantitative approach using a descriptive methodology. This research approach involves collecting and analyzing numerical data using statistical methods to describe and summarize the characteristics of a population or phenomenon without testing causal relationships (Creswell & Creswell, 2018). The sampling technique employed in this study was non-probability sampling, specifically purposive sampling, which involves selecting samples based on predetermined criteria established by the researchers to determine the number and characteristics of the samples to be studied (Sugiyono, 2018). Participant data collection was conducted through the distribution of an online questionnaire using Google Forms, which was disseminated via various social media platforms, including Instagram and Twitter (formerly X). The data collection process lasted for three weeks, starting from mid-February 2025 to early March 2025.

The inclusion criteria for this study include individuals aged between 13 and 28 years old, born between 1997 and 2012, who have worked for at least one year, and who have a minimum of a high school education or equivalent. This study involved 204 respondents as

participants; however, the researcher decided to use data from only 190 respondents, as 14 of them did not meet the research criteria.

**Table 1. Participant Demographics**

		Total	Percentage (%)
Sex	Male	145	76.3
	Female	45	23.7
	Total	190	100
Work System	<i>Work From Office</i> (WFO)	150	78.9
	<i>Work From Home</i> (WFH)	33	17.4
	<i>Hybrid</i>	7	3.7
	Total	190	100
Employment Status	Intern Employee	30	15.8
	Contract Employee	74	39
	Permanent Employee	86	45.2
	Total	190	100
Latest Education	SMA	62	32.6
	D1	1	0.5
	D2	0	0
	D3	8	4.2
	D4	3	2
	S1	114	60
	S2	2	1
	S3	0	0

	Total	190	100
Marriage Status	Never Married	177	93.2
	Married	10	5.3
	Divorced	0	0
	Widowed	0	0
	Chose not to marry	3	1.5
	Total	190	100
Does your partner work?	Yes	25	13.2
	No	14	7.4
	Never/ Chose not to marry	151	79.4
	Total	190	100
Do you have a Maid or Baysitter?	Yes,i do have a Maid / Babysitter	18	9.5
	No, i don't have a Maid / Babysitter	172	90.5
	Total	190	100

Initially, this research began by conducting a search and review of literature related to the phenomenon that is currently prevalent and relevant to the current situation. Then, after determining WLI as the main topic, the researcher conducted further exploration of this phenomenon and reviewed previous research to be used as a reference. After obtaining sufficient information, the research team decided to use the Work-Life Boundary Enactment Scale (Wepfer et al., 2018), which has been translated into Indonesian by an academic and also a practitioner in the field of industry and organization. This measuring instrument has two dimensions: the Work-to-Life dimension and the Life-to-Work dimension.

After obtaining sufficient information, the next step was to prepare an online questionnaire, which was then distributed through various social media platforms. The questionnaire used for this research consisted of four sections. In the first section, there was an opening greeting and a brief explanation of the research to be conducted. Furthermore, an informed consent sheet was provided in the second section, which guaranteed the confidentiality of all data

filled in by participants. In the third section, there are 10 statement items that participants must fill in. The last part of this questionnaire requires filling in personal data, including initials, age, gender, latest education, work experience, work system (WFH, WFO, or Hybrid), and other details that will be displayed in the discussion table.

This instrument consists of 10 statement items, which are broken down into five positive and five negative items. One example of a positive item is the statement, "I never bring work home," and one example of a negative item is the statement, "I often take care of personal matters while at my workplace." Each statement will be answered using a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree). The higher the score obtained by the participant, the higher the level of integration between one's work life and personal life.

After the required data has been collected, the analysis stage will begin with a reliability test using Cronbach's Alpha to measure the consistency of the measuring instrument used. This test is conducted on two different dimensions: the Work-to-Life dimension and the Life-to-Work dimension. Next is the normality test using the Kolmogorov-Smirnov test to determine whether the data have a normal distribution. This is done by calculating descriptive statistics to examine the data distribution, mean value, and standard deviation. To test for differences in WLI levels based on specific categories (for example, gender or employment status), an Independent T-Test was used for two groups and a one-way ANOVA if there were more than two groups. If the data were not normally distributed, non-parametric tests such as the Mann-Whitney U Test or the Kruskal-Wallis Test were used.

The final stage of the study involved discussions within the research team to interpret the analysis results and summarize the main findings. With this research design, a clearer picture of the level of WLI among Generation Z employees is expected.

## RESULTS

The results of data analysis are adjusted to the purpose of this study, which is to describe the concept of WLI in Generation Z workers. First, the researcher initiated the analysis stage by conducting a reliability test using Cronbach's Alpha in the SPSS application. This test process was carried out on two different dimensions. It is known that the Work to Life dimension has a Cronbach's Alpha value of 0.705, and the Life to Work dimension has a Cronbach's Alpha value of 0.787.

At the next stage, researchers conducted a normality test using the Kolmogorov-Smirnov method to test whether the data was normally distributed. The results of the normality test showed a significance value of 0.200 ( $p = 0.200$ ), indicating that  $p > 0.05$ . Based on these results, the data in this study are typically distributed.

**Table 2. Mean Hypothetic**

Mean Hypothetic	Category
$X < 4$	Low
$X = 4$	Medium
$X > 4$	High

This categorization is based on the hypothetical mean obtained from the Likert scale. In this study, the hypothetical mean is divided into three categories, namely: Low, Medium, and High

**Table 3. Dimention WLI**

	Average	Min	Max	Category
Total Work-Life Integration	3.79	1.30	6.30	Low
Work-to-Life	4.04	3.73	4.40	Medium
Life-to-Work	3.54	2.87	4.49	High

Based on table 3, it can be seen that in this study the level of WLI falls into the low category (M = 3.79). In contrast to the Total WLI which is in the low category, the two dimensions also have different categories. The Work-to-Life dimension is in the high category (M = 4.04) and the Life-to-Work dimension is in the same dimension as the total WLI, which is in the low category (M = 3.54).

**Table 4. Question Items**

	N	Average	Category
I never (often) bring work home	190	3.74	Low
I never (often) work overtime	190	4.11	High
I never (often) work after hours or on weekends	190	3.87	Low
I never (often) think about work problems during my break time	190	4.08	High
I never (often) communicate with coworkers selama cuti	190	4.41	High
I never (often) take care of personal matters while at my workplace	190	3.62	Low
I never (often) arrive late for work or leave early, to take care of personal matters.	190	2.87	Low
I never (often) take care of personal matters during scheduled work hours.	190	3.02	Low
I never (often) think about personal things when I am working	190	3.74	Low
I never (often) communicate with my family and friends while I am at work.	190	4.49	High



In Table 4, the mean results are presented for each of the existing question items. Based on the same table, it is evident that all questions from the Work-to-Life and Life-to-Work dimensions are not categorized as medium. Unlike the Work-to-Life dimension, which is dominated by the high category, the Life-to-Work dimension is dominated by items with low categories, and only one item is in the High category ( $M = 4.49$ ).

Next, other elements related to participants' demographic data will be analyzed to determine how these variables affect the level of balance between an individual's work and personal life. To test the level of significance of the data means between different groups, One-Way ANOVA and Independent Sample T-Test were used as statistical analysis methods. One-way ANOVA was used to test for differences in mean levels across multiple groups, such as age, employment status, and education level, in WLI. Meanwhile, the Independent Sample T-test was used to test for differences in mean levels of only two independent groups, such as gender (male and female).

After using the significance test through the two methods, it was found that there was a significant level of mean difference in the element 'Presence of Domestic Assistants' tested using Independent Sample T-Test, with the result of  $t = 2.00$ ,  $p = 0.047$  ( $p < 0.05$ ), thus finding a significant difference in the level of WLI in individuals who have Domestic Assistants and do not have them, indicating that the presence of Domestic Assistants affects the work-life balance of individuals. In addition, the 'Work System' element tested using One-Way ANOVA also showed a significant level of mean difference with the result of  $F = 3.76 < 0.05$ , thus finding a significant difference in the level of WLI in individuals who work with the WFH, WFO, or Hybrid system. This suggests that different work systems will significantly impact the difference in WLI levels among the participants.

## DISCUSSION

Overall, the results of this study indicate that the level of WLI in Generation Z is in the low category, in line with the hypothetical mean value that has been determined. This means that the level of integration between work and personal life has not been optimally implemented among this generation. The two dimensions that makeup WLI, namely Work-to-Life and Life-to-Work, also show similar results. This finding indicates that Generation Z workers frequently encounter challenges in balancing their work and personal lives (Mahardika et al., 2022). The results of the Generation Z Work-to-Life dimension in this study indicate that most workers feel unable to manage the impact of work on their personal lives effectively. The low ability to integrate these two aspects is also evident in the Life-to-Work dimension, which suggests that workers' personal lives are more often influenced by work pressures than vice versa. When personal life is unable to harmonize with work demands, psychological well-being will be at risk of being disrupted (Savitri, 2024). Time for family or personal life will also be reduced. This can lead to increased stress, trigger burnout, and reduce employee performance.

On the other hand, this study also found that the presence of a household assistant (ART) has a significant influence on the level of WLI in Generation Z. The presence of ART is a form of social support that helps reduce domestic workload so that workers have more time and energy to focus on professional tasks and psychological recovery. This finding aligns with the

views of experts who argue that social support serves as a form of comfort, both physically and psychologically, provided by close individuals such as family and friends, thereby fostering enthusiasm in undertaking work (Baron & Byrne, 2000). Social support has been shown to play a crucial role in supporting the psychological well-being of Generation Z, particularly as they transition into the professional phase of life and begin to live more independently. In this phase, they often face psychological challenges such as anxiety, stress, and existential crises that have the potential to interfere with work performance. The presence of social support, both in the form of ART and from the surrounding environment, such as coworkers, superiors, and a supportive work atmosphere, is a crucial factor that can help Generation Z cope with the pressures of daily life and enhance their overall performance (Puspa & Permana, 2024).

Additionally, the Work System element, tested using One-Way ANOVA, showed a significant difference between the work system and WLI. This research categorizes work systems into three types: WFH, WFO, and Hybrid. The merging of work time with personal life will allow people to manage their lives in a more flexible way (Thilagavathy & Geetha, 2023). Generation Z is known to be highly adaptive to technology and tends to prefer work systems that provide greater flexibility, especially the Hybrid model, as it offers individuals the opportunity to effectively balance personal and work life, thereby reducing stress levels and improving well-being (Idrus, 2024). Therefore, flexible work systems not only maintain psychological balance but also increase productivity, life satisfaction, and intention to stay in a job among Generation Z workers (Retnowati et al., 2024).

## CONCLUSION AND SUGGESTION

In this study, the level of WLI in Generation Z has a relatively low average value. In addition, the results also show that the mean results on the Work to Life dimension are higher than the mean results on the Life to Work dimension. This suggests that the participants in this study experience a more significant influence of work on their personal lives than vice versa.

To gain a more comprehensive understanding, future research can also employ the longitudinal method to examine the development of WLI variables over time. Research using this approach enables the analysis of changes that occur before and after individuals experience significant events in their careers, such as obtaining a job, receiving a promotion, or facing changes in the work environment. Thus, researchers can determine the impact of certain events on the level of WLI.

The results of our research on WLI and Generation Z are expected to serve as a basis for practitioners and human resource management in formulating more adaptive policies. One policy that can be implemented is the flexibility of working hours, which aims to provide employees with the ability to manage their time more effectively. In addition, companies can also organize time management training to enhance work efficiency, thereby maintaining a balance between professional and personal life.

As a form of readiness for companies to face WLI, they need to develop remote working policies and invest in supporting technologies, such as using online communication media platforms (e.g., Zoom, Teams, Google Meet). Companies can also create a work environment that supports employees' mental and emotional well-being. By following these steps,

companies will not only meet the needs of Generation Z but also create a more sustainable and competitive work environment for the future.

On the other hand, Generation Z also needs to equip themselves better to face the challenges of achieving work-life integration. This can start by developing practical time management skills, assertive communication skills, and increasing self-awareness in setting clear boundaries between professional responsibilities and personal life. In addition, Generation Z is also expected to have high adaptability to flexible work systems and be able to manage the use of technology in a balanced manner, creating harmony between work and personal life roles.

### **LIMITATIONS OF THE STUDY**

This study has several limitations that restrict the scope of the research, so the results cannot cover broader aspects and require more careful interpretation. The first limitation is that the data collection method was conducted online, utilizing Google Forms to distribute questionnaires across various social media platforms, including Instagram and X (formerly Twitter). This technique cannot fully guarantee respondents' honesty in answering the questions, as respondents have the opportunity to provide answers that are considered more socially acceptable or less reflective of their actual condition (pretending to be good). The findings reveal that online surveys are prone to social bias due to the lack of direct control over participants during the completion of the questionnaire.

In addition, there are limitations in the demographic composition of respondents, as the majority of participants in this study were female (75%). This imbalance in gender composition may affect the generalizability of the results.

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