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The Relationship Between Workload on Work-Life Balance among Generation Z Personnel at DIT Intelkam Polda Kalimantan Selatan

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ABSTRACT
Helping employees manage the boundary between work demands and personal life remains a pressing concern in human resource management, and it carries particular weight for Generation Z, who are known for placing high value on flexible work arrangements. Yet rising job demands and heavier workloads often threaten this equilibrium. The present study set out to determine how workload influences work–life balance among Generation Z staff serving at the Directorate of Intelligence and Security of the South Kalimantan Regional Police. A quantitative, survey-based design was applied, with data gathered through a Google Forms questionnaire distributed to 70 respondents who met the Generation Z criteria. Simple linear regression revealed that workload accounted for 40.6% of the variance observed in work–life balance (R^2 = 0.406; F (1,67) = 45.73; p < 0.05), confirming that workload exerts a meaningful influence on the work–life balance of Generation Z personnel within this directorate. These findings are expected to guide the organization toward distributing workloads more proportionally so that Generation Z employees can sustain a healthier balance between work and personal life.

Keywords : Workload, Worl-Life Balance, Generation Z

INTRODUCTION

Human resources function as the backbone that allows an organization to pursue its objectives while remaining competitive in a shifting environment. When an organization is supported by capable personnel, it tends to operate more smoothly, adjust to change more readily, and sustain success over the long run (Meilanti et al., 2025). Elements such as employee competence, adaptability, and overall individual quality substantially shape how well an organization performs. Conversely, an organization lacking adequate human resource support is likely to encounter difficulties running its day-to-day operations (Satriya & Rindaningsih, 2024). For this reason, human resource management cannot focus solely on maximizing output; it must equally attend to employee well-being if performance gains are to be sustained over time.

Among the core responsibilities of human resource management is facilitating employees' pursuit of work-life balance that is, helping them fulfill job-related obligations while still managing their personal affairs, such that neither domain undermines the other (Rachmadini & Riyanto, 2020). Once this equilibrium is reached, employees tend to feel content in their

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work while remaining able to attend to family, social, and personal needs (Sandini et al., 2024). Fisher in Wijaya et al. (2026) conceptualized work-life balance through four interrelated dimensions: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Enhancement of Personal Life (WEPL), and Personal Life Enhancement of Work (PLEW). Collectively, these dimensions illustrate the reciprocal ways in which work and personal life can shape one another.

The relevance of work-life balance has grown alongside shifts in workforce composition, particularly with Generation Z entering the labor market in greater numbers. According to the Indonesia Gen-Z Report 2024, roughly 40% of Generation Z workers regard work-life balance as one of the most crucial aspects of employment (Utari & Perdhana, 2024). Supporting this trend, a Randstad survey spanning 26,000 workers across 35 countries found that 85% of respondents treat work-life balance as a decisive factor both in accepting and remaining in a job. Similarly, the Tebing Tinggi City Government has noted on its official website that work-life balance now ranks as a foremost concern for the Asian workforce. Overall, these findings show that organizations should make work-life balance part of their HR practices because it clearly improves employee productivity, performance, and well-being (Utari & Perdhana, 2024). Even so, achieving such balance remains particularly challenging within high-demand occupations, including police work. Personnel at the Security Intelligence Directorate (DIT Intelkam) of the South Kalimantan Regional Police, for instance, are tasked with gathering intelligence, assessing security conditions, identifying emerging threats, and formulating preventive recommendations. These responsibilities differ from those of other police units in that they require constant readiness, rapid responsiveness, and non-standard working hours. Although Chief of the Indonesian National Police Regulation Number 7 of 2020 sets standard working hours at 40 per week, DIT Intelkam members frequently exceed this threshold owing to the unpredictable and fast-changing character of their duties. They are often expected to remain reachable beyond office hours, during leave, and even on public holidays to accommodate organizational needs such as producing urgent reports, conducting field investigations, and carrying out other intelligence-related tasks. Such conditions blur the line separating professional obligations from personal life, limiting members' capacity to fully enjoy rest periods, family time, and entitled leave. This pattern signals a potential disruption to work-life balance, a concern that is especially pronounced for Generation Z personnel, who are generally characterized by elevated expectations regarding flexibility and work-life balance (Agarwal & Vaghela, 2018).

Excessive workload is widely regarded as a contributing factor to diminished work-life balance. Workload broadly refers to the totality of demands, both physical and mental, that an individual must manage within a given timeframe (Mahawati et al., 2021). Omar et al. (2020) explain that workload emerges when job demands surpass an individual's coping capacity, a situation that intensifies under tight deadlines. Attar et al. (2023) further break workload down into six components: mental demand, physical demand, temporal pressure, performance, effort, and frustration, which jointly capture how individuals experience the burden of their work.

The Job Demands-Resources Theory offers a useful lens here, positing that elevated job demands drain an individual's physical and psychological energy, thereby making it harder to

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reconcile competing life roles (Bakker et al., 2023). As workload intensifies, individuals allocate increasingly more time and energy toward work-related tasks, leaving diminished capacity for family and personal pursuits. Sustained over time, this imbalance can generate conflict between professional and personal domains, ultimately eroding work-life balance (Kusumawati & Linando, 2024; Shoulina et al., 2025).

Many studies have found that as workload increases, work-life balance tends to decrease. Mahardika et al. (2022), for example, demonstrated that employees working beyond eight hours daily tend to report lower work-life balance. Nurwahyuni (2019) similarly established that effectively managing work-life balance is essential for sustaining good performance. Along comparable lines, Efendi and Suwarsi (2022) found that workload had a strong bearing on work-life balance among staff at PT Sicepat Dungus Cariang Bandung, while Ahmad et al., 2022 and Putri and Satrya (2025) reported analogous patterns in other organizational settings. Collectively, this body of evidence suggests that heavier workloads tend to make it progressively more difficult for employees to preserve a satisfactory work-life balance.

Although a substantial body of research links workload to work-life balance, most of this evidence originates from private-sector and general public-sector settings, such as start-up employees (Ahmad et al., 2022), corporate contract staff (Efendi & Suwarsi, 2022; Meilanti et al., 2025), mining-industry employees (Kusumawati & Linando, 2024), hospitality workers (Syihabudhin et al., 2020), and healthcare personnel (Utari & Perdhana, 2024). By comparison, the relationship between workload and work-life balance has received markedly less empirical attention within law enforcement institutions, particularly among Generation Z personnel serving in security-intelligence functions, whose duties involve continuous readiness, unpredictable operational hours, and information-sensitive tasks that differ structurally from those examined in the studies above. Rather than describing this setting as universally “underexplored,” the gap is more precisely defined as the limited evidence identified within the literature reviewed for this manuscript concerning the joint relationship between workload and work-life balance in this specific occupational and generational context; no study identified in this review has examined the relationship specifically within DIT Intelkam or a comparable security-intelligence unit of the Indonesian National Police. This more narrowly defined gap provides the empirical rationale for the present study.

Building on this rationale, the present study investigates how workload shapes work-life balance among Generation Z members of the South Kalimantan Regional Police Security Intelligence Directorate. Beyond contributing theoretically to the field of industrial and organizational psychology particularly regarding work-life balance within policing contexts this research is intended to assist the Directorate's leadership in formulating workload policies that better support work-life balance without compromising operational effectiveness.

METHODS

This research adopted a quantitative correlational design. Quantitative approaches emphasize the systematic collection of numerical data, which is then subjected to statistical analysis to arrive at objective conclusions (Azwar, 2021). This design was selected to examine the relationship between workload and work-life balance among Generation Z employees.

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Correlational methods are particularly suited to identifying both the direction and magnitude of relationships between variables without manipulating them experimentally; as Azwar (2021) notes, this approach captures how variation in one variable corresponds to variation in another, typically expressed through a correlation coefficient.

Within this framework, workload served as the independent variable (X), while work-life balance functioned as the dependent variable (Y). Workload here denotes a condition in which job demands exceed an individual's personal capacity, potentially giving rise to stress, fatigue, or psychological strain (Yusuf & Hendra, 2023). It was operationalized using the six dimensions proposed by Attar et al. (2023): mental demand, physical demand, performance, temporal demand, effort, and frustration. Work-life balance, meanwhile, was defined as an individual's capacity to manage both work and personal obligations concurrently, without neglecting either (Arifin & Muharto, 2022), and was assessed through Fisher's four-dimensional framework comprising WIPL, PLIW, WEPL, and PLEW.

The study population consisted of all 70 Generation Z employees registered at the Intelligence and Security Directorate of the South Kalimantan Regional Police, as documented in personnel records. A population, in this context, refers to the entire set of subjects sharing particular characteristics that the researcher intends to generalize findings to (Azwar, 2021). For the purposes of this study, Generation Z was operationally defined as individuals born between 1997 and 2012, following the classification proposed by the Pew Research Center (Dimock, 2017). Inclusion criteria required that respondents (a) were active personnel registered at DIT Intelkam Polda Kalimantan Selatan, (b) fell within the specified Generation Z birth-year range according to personnel records, and (c) were willing to provide informed consent to participate; personnel outside this birth-year range were excluded from the sampling frame. Owing to the relatively small size of this population, a total sampling technique was employed, meaning that every eligible member was included as a respondent.

All 70 participants were male. In terms of tenure, 29 respondents (41.4%) had served between one and two years, 23 (32.9%) between three and four years, 14 (20.0%) between five and six years, and 4 (5.7%) between seven and eight years. Regarding educational background, 51 respondents (72.9%) held a high school diploma, while 19 (27.1%) had completed a bachelor's degree.

Data collection relied on two questionnaires, each employing a five-point Likert scale ranging from Strongly Disagree (STS) to Strongly Agree (SS), scored from 1 to 5. Workload was measured using a 24-item instrument adapted by Yaswir and Yulihasri (2021) from the six-dimension workload framework of Beena and Sony (2022), mental demand, physical demand, performance, temporal demand, effort, and frustration.

This instrument had previously demonstrated a Cronbach's Alpha of 0.850; in the present study, its reliability coefficient stood at 0.821, indicating sound internal consistency. Work-life balance was assessed using a 17-item instrument developed and validated by Maimunah et al. (2024) grounded in Fisher's four-dimensional theory (WIPL, PLIW, WEPL, PLEW), rated on a five-point Likert scale. In its original validation, conducted among remote-working employees, the instrument yielded a Cronbach's Alpha of 0.864, with factor loadings exceeding 0.40 across all items.

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In the present study, reliability coefficients for each dimension were WIPL = 0.667, PLIW = 0.899, WEPL = 0.852, and PLEW = 0.944. Following the commonly used benchmark of Taber (2018), in which $\alpha \geq .90$ is excellent, $\geq .80$ good, $\geq .70$ acceptable, $\geq .60$ questionable, and $\geq .50$ poor, the PLIW, WEPL, and PLEW dimensions fell within the good-to-excellent range, whereas WIPL (0.667) fell within the questionable-to-acceptable range. This comparatively lower value may partly reflect the fact that the instrument was originally validated among remote-working employees rather than police intelligence personnel, whose work context, shift patterns, and boundary-management experiences differ substantially; no separate re-validation or item adaptation was performed for the present sample. WIPL scores should therefore be interpreted with some caution, and this issue is revisited as a limitation below.

Because both instruments had already undergone development and validation in prior studies conducted on different populations, this research limited its psychometric evaluation to reliability testing rather than re-establishing validity for the present sample. As Azwar (2021) points out, reliability testing gauges how consistently an instrument performs when applied repeatedly under similar conditions, the higher the reliability coefficient, the more consistently the instrument captures the intended construct; this reliance on prior validity evidence without contextual re-validation constitutes a methodological limitation acknowledged later in the Discussion.

Questionnaires were distributed electronically through a Google Form link shared via WhatsApp, following formal approval from the South Kalimantan Regional Police Intelligence Directorate. Prior to completing the survey, respondents were briefed on the study's purpose, assured of data confidentiality, and informed that their participation was entirely voluntary. Once data collection concluded, responses were edited, coded, and systematically organized for subsequent analysis.

Data analysis was carried out using JASP software (version 0.18.3.0). The process began with descriptive statistics to characterize respondent profiles and the distribution of scores for each variable. This was followed by assumption testing: normality of the standardized residuals was evaluated using the Shapiro-Wilk test supported by a Q-Q plot, while linearity of the relationship between workload and work-life balance was evaluated separately using a scatterplot of the standardized residuals against the predicted values.

Once these assumptions were examined, simple linear regression was applied to test the hypothesis concerning the relationship between workload and work-life balance among Generation Z employees at the Directorate. Results were interpreted based on the regression coefficient, R^2, and significance level, using a 5% margin of error ($\alpha = 0.05$). Because the residual normality assumption was subsequently found not to be fully satisfied (see Results), a bootstrap or robust-regression procedure is recommended as a sensitivity analysis once the raw dataset is available for re-analysis.

RESULTS

Prior to conducting the regression analysis, the assumptions of normality and linearity were examined. The Q-Q plot of standardized residuals (Figure 1) showed that most data points followed the diagonal reference line, with only minor deviation at the tails. However, the

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Shapiro-Wilk test indicated that the residuals departed significantly from a normal distribution (SW = 0.948; p = 0.006), meaning the normality assumption was not strictly satisfied at $\alpha = 0.05$.

Given the sample size (N = 70) and the relative robustness of ordinary least squares regression to moderate departures from residual normality, the analysis proceeded as planned; nevertheless, this violation is acknowledged as a limitation, and the regression estimates that follow should be interpreted with corresponding caution.

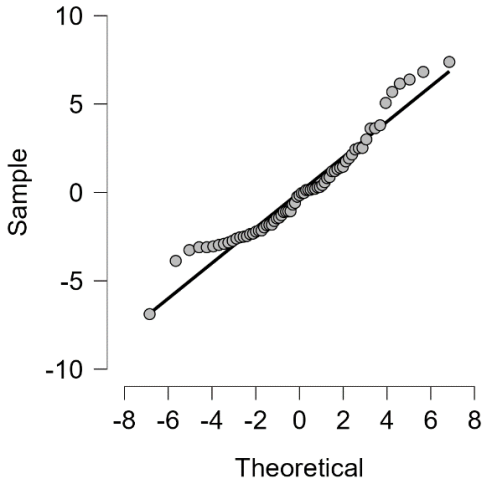


Figure 1. Results of Normality and Linearity Tests with Q-Q Plot Graphs

Having examined the assumptions above, the simple linear regression analysis showed that workload accounted for 40.6% of the variance in work-life balance ($R^2 = 0.406$; $p < .001$).

The relationship proved both negative and statistically significant (b = -2.337; $p < .001$), indicating that higher workload is associated with lower work-life balance. These findings support the study's hypothesis that workload is significantly and negatively related to work-life balance among Generation Z employees at DIT Intelkam Polda Kalimantan Selatan. As the residual normality assumption was not fully satisfied, these inferential results should ideally be corroborated with a bootstrap or robust-regression sensitivity check once the raw dataset is available.

DISCUSSION

This research examined the relationship between workload and work-life balance among Generation Z members of the South Kalimantan Regional Police's Intelligence and Security Directorate. The simple linear regression results indicated that workload explained 40.6% of the variance in work-life balance, with the relationship being both negative and statistically significant (b = -2.337; $p < .001$) that is, higher workload is associated with lower work-life balance. These findings support the proposed hypothesis and suggest that Generation Z employees facing lighter workloads tend to report a more favorable balance between their professional duties and daily life.

This pattern echoes several prior investigations. Wirawan (2022) similarly found that workload can shape work-life balance, though in some cases heightened demands may prompt employees to actively cultivate stronger balance strategies. Sari and Sahrah (2023)

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documented a negative association between workload and work-life balance, with workload accounting for 65.4% of the variance in balance outcomes. Nugroho et al. (2025) likewise identified a significant negative effect, with workload explaining 56.1% of the variation; most employees in their sample reported moderate-to-high workloads alongside moderate work-life balance. Wibowo and Kusdiyanto (2024), meanwhile, found that workload contributed 39.5% to work-life balance outcomes, reaffirming the broader pattern whereby lighter workloads correspond to stronger balance and heavier workloads to weaker balance.

Additional support comes from Rizky and Afrianty (2018), who determined that workload undermines employees' work-life balance, with their model explaining 42.9% of the variance as workload increases, maintaining equilibrium between work and personal life becomes progressively more difficult. In a related vein, Hassan et al. (2024) reported that elevated workload, especially when compounded by heightened work stress, can substantially disrupt work-life balance. Under conditions of excessive workload, individuals tend to redirect increasing amounts of time and energy toward work, leaving comparatively little for their personal lives.

Not all findings in the literature point uniformly in this direction, however. Syihabudhin et al. (2020) identified a positive and significant relationship between workload and work-life balance among staff at Ollino Garden Hotel Malang, with workload explaining 15% of the variance suggesting that, in certain contexts, a heavier workload may actually assist employees in sustaining balance. By contrast, Putri and Satrya (2025) reported a negative and significant effect, with a beta coefficient of 78.9%, indicating that contract employees at the Badung Regency Cultural Office experienced diminished balance as their workload grew. Bartlett et al. (2021) similarly observed that excessive workload manifested through intense pressure and unrealistic deadlines can undermine work-life balance. When employees are burdened with more tasks than they can comfortably manage, they tend to devote greater time and energy to work, thereby disrupting their personal lives; the resulting consequences often include heightened stress, fatigue, insufficient rest, and reduced social engagement, all of which erode work-life balance.

These conclusions align closely with Fisher in Wijaya et al. (2026) theoretical framework, which identifies four dimensions underlying work-life balance. According to this framework, a heavier workload tends to intensify Work Interference with Personal Life (WIPL), whereby work increasingly encroaches upon and disrupts personal life. In practical terms, this often manifests as reduced time spent with family, fewer opportunities for rest, and a decline in the quality of personal activities, as work comes to dominate daily routines. Nevertheless, the present study is not without limitations. Participants were restricted to male Generation Z personnel serving within the Directorate of Intelligence and Security of the South Kalimantan Regional Police, meaning the findings cannot be readily generalized across all National Police units or extended to individuals of different generations and genders.

CONCLUSION

Taken together, the analysis and discussion indicate that workload is significantly and negatively related to work-life balance among Generation Z employees within the Directorate of Intelligence and Security of the South Kalimantan Regional Police ($R^2 = 0.406$; $p < .001$).

More specifically, higher workload is associated with a reduced capacity to maintain equilibrium between professional and personal responsibilities, whereas more manageable and proportionate workload levels are associated with a greater likelihood of achieving work-life balance. Because the design was cross-sectional and correlational, these findings should be understood as reflecting a statistically significant association and contribution of workload to work-life balance, rather than a confirmed causal effect.

LIMITATION

Several limitations should be acknowledged. First, the sample was confined exclusively to male Generation Z personnel from the Intelligence and Security Directorate of the South Kalimantan Regional Police, which restricts the extent to which findings can be generalized to other National Police units or to individuals of differing genders and generational cohorts. Second, the relatively modest sample size (N = 70) constrains the robustness of broader statistical generalization. Third, the residuals of the regression model departed from a normal distribution (Shapiro-Wilk p = 0.006), and the WIPL dimension of the work-life balance instrument showed comparatively lower reliability (α = 0.667) in this sample — both of which warrant caution when interpreting the precision of the regression estimates; a bootstrap or robust-regression sensitivity analysis is recommended once the raw dataset is available. Fourth, both variables were measured through self-report questionnaires completed in a single session, which may introduce common-method bias and inflate the observed association. Fifth, the cross-sectional, correlational design allowed the identification of an association between variables but precluded causal inference. Finally, the reported degrees of freedom for the regression F-statistic should be reconciled against the original JASP dataset (see note in Results) before this manuscript is submitted for publication. Future research would benefit from expanding the respondent pool across genders and generational cohorts, re-validating instruments within security-intelligence populations, and adopting longitudinal or experimental designs to clarify the direction and mechanism underlying the relationship between workload and work-life balance.

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