

Research Article

The Impact of Flexible Working Arrangements on Work-Life Balance for Generation Z Employees

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Abstract

This study aims to examine the relationship between flexible working arrangements and work-life balance among Generation Z employees in Indonesia. Using a quantitative approach with Pearson product-moment correlation analysis, this study involved 110 respondents aged 15–30 years who were employed in non-shift-based work. Data were collected using validated Likert-scale questionnaires that measure flexible working (based on Hyland's three dimensions: available flexibility, preference for flexibility, and use of flexibility) and work-life balance (based on four dimensions: WIPL, PLIW, WEPL, and PLEW). The results of the Pearson correlation test showed a significant positive relationship between flexible working arrangements and work-life balance ($r = 0.349$, $p < 0.05$). This indicates that the higher the perceived flexibility at work, the better the individual's ability to balance work and personal life. These findings are in line with Clark's Work-Family Border Theory and emphasize the importance of flexible policies in promoting employee well-being, especially among Generation Z workers.

Keywords : Flexible Working, Work Life Balance, Generation Z

INTRODUCTION

In the era of increasingly advanced globalization and digitalization, the world of work is no longer dominated by generations X and Y. The dominance of generation Z



in the modern workplace is increasingly evident, considering that this generation is certainly in its productive age and is also enlivening the current world of work. Generation Z, known for its innovation and technological literacy, is now a significant part of the workforce in various companies. Their presence is expected to be a valuable agent of change for organizations. Changes in work patterns in the digital era encourage organizations to adjust work systems to be more flexible and adaptive to the needs of employees, especially Generation Z. According to Hyland (2000), *Flexible Working Arrangement* is a form of work arrangement, both formal and informal, that provides flexibility for employees to vary working hours and work locations. This system includes the main dimensions, namely *available flexibility* (availability of flexibility from the organization), *preference for flexibility* (the level of individual preference for work flexibility), and *use of flexibility* (the level of flexibility utilization by employees).

However, an employee does not only focus on their work, they have a life outside of work that needs to be considered, such as family, personal life, and other commitments. Therefore, to balance their work and life outside of work, a *work-life balance is needed* where a person can manage and divide time and energy for work life and personal life well. Work Life Balance according to Fisher et. al (2009) consists of four aspects, namely *work interference with personal life* (WIPL), *personal life interference with work* (WEPL), *work enhancement of personal life* (WEPL), and *personal life enhancement of work* (PLEW). The implementation of Flexible Working Arrangements is becoming increasingly important amidst demands for balance between work and personal life. Clark (2000) in the Work-Family Border Theory explains that flexibility in managing time and roles allows individuals to move effectively between the domains of work and personal life. When the boundaries between work life and personal life can be balanced through flexibility, individuals are better able to carry out both roles in a balanced manner. In the era of Generation Z, the concept of *work-life balance* is increasingly practiced because it aligns with the principle adopted by Gen Z that the most important thing is peace of life. Previous research shows that work flexibility has a positive impact on employee psychological well-being and job satisfaction. Galea, Houkes, and De Rijk (2014) found that work flexibility supported by organizational culture contributes to increased employee *well-being*. Gen Z is the first generation to begin to understand the importance of *work-life balance*. This is because the world is moving towards a much better quality of life. The increasing standard of living makes society, especially Gen Z, demand many things. According to a study, Gen Z are those born between 1995 and 2010 and this group of young people now makes up one-third of the world's population (Brown, 2020; Francis & Hoefel, 2018; Linnes & Metcalf, 2017). Compared to previous generations such as Generation X and Y, Generation Z is known as a creative and innovative generation. According to a survey conducted by Haris Poll (2020), as many as 63% of Gen Z are interested in doing various creative things every day. This creativity is also shaped by Gen Z's active participation in communities and social media.

According to previous research, nearly a third of Gen Z spends 6 hours or more a day on their phones. Specifically in Indonesia, the average Gen Z spends 8.5 hours a day using their phones. In some countries, Gen Z spends about 2 hours more a day than Gen X and 1 hour more than millennials on their phones (Kim, et al, 2020). so this generation tends to be accustomed to using technology and the internet. Gen

Z is tech-savvy, hardworking, and full of endless expectations but Gen Z prefers a personal and interactive work environment, highly requiring schedule autonomy and flexibility that supports work-life balance. Surveys indicate that 32% of Gen Z believe they are the hardest-working generation, beating out Generation X and Y, but because they value flexibility as a very important principle, Gen Z will not be willing to be forced to work when they do not want to (Kronos Incorporated, 2019).

Some Gen Zers are aware and optimistic about their future but anxious about their ability to be successful workers. However, this optimism is hampered by increasing anxiety about work expectations and achieving success. There are emotional barriers experienced by Gen Z that create anxiety about work achievement, including anxiety (34%), lack of motivation (20%), and low self-esteem (17%). As Gen Z has a high tendency for anxiety, lack of motivation and low self-esteem, the principle of *work-life balance* is considered crucial for Gen Z to support the achievement of ideal performance (Kronos Incorporated, 2019). This is relevant to a study conducted by Kronos Incorporated (2019) that companies need to consider *work-life balance* as an investment for the new generation of the workforce that continues to grow.

Therefore, to be able to implement the concept of *work-life balance* in a company, it can be done by implementing flexible work arrangements or *flexible working* to provide flexibility to employees in completing job desks on time. Flexible working is interpreted as workers are allowed to work differently from conventional working hours so that workers can balance work and life (Mungkasa, 2020). Flexible working hours require the support of organizational culture (Galea, Houkes and De Rijk , 2014), and it is also necessary to understand that leaders need to be aware that staff go through various stages throughout their careers and their specific needs can change (Fransman, 2015).

The purpose of *flexible working* is to increase employees' sense of responsibility and *work-life balance* (Hada et al., 2020). Therefore, it can be concluded that the purpose of *flexible working* is to allow employees to have freedom and control over their work schedules, so they can achieve a balance between work life and life outside of work (*work-life balance*), and can increase employee productivity and job satisfaction (Asri Nurlaeni, Slamet Heri Winarno, 2023). *Flexible working* is related to *work-life balance* , individuals with *flexible working* get alternative work options that allow work to be completed outside the traditional time and/or spatial boundaries of the standard workday (Rau, 2003) so that the individual can carry out dual roles in both work life and life outside of work. *Work-life balance* is also described as satisfaction and good functioning at work and at home (Clark, 2000).

In line with what Soeradi and Yuniasanti (2023) stated that work flexibility contributes significantly to work-life balance in Generation Z workers. Other studies also show that flexible working hours allow employees to adjust their working hours to their rhythm of life, which contributes to employee *Work Life Balance* and strengthens the sense of being appreciated in the workplace (Sari and Yuniasanti, 2025). Thus, *Flexible Working Arrangement* can function as an adjustment mechanism for Generation Z in facing the demands of modern, dynamic work, where the balance of work and personal life is an important indicator of individual well-being and the sustainability of organizational productivity. From the background description above, this study will investigate whether there is an influence of Flexible

Working Arrangement on Work Life balance for Generation Z employees.

METHOD

This study uses a quantitative research design because it provides numerically measurable data, allowing statistical analysis to identify relationships between variables. According to John W. Creswell & Creswell (2018), quantitative research is an approach to testing objective theories by examining relationships between variables. These variables can be measured, usually using instruments, so that numerical data can be analyzed using statistical procedures. This method aims to evaluate hypotheses and will be used in the study on a research sample using statistical data analysis techniques.

Population and Research Sample

According to John W. Creswell and Creswell (2018), a population is a group of individuals targeted in a study. The population in this study is Generation Z employees in Indonesia. The sample is a portion of the population selected to be the subject of the study. To determine the sample from the population in this study, the authors used a simple random sampling technique to randomly select a sample from the existing population. The results obtained were 110 Generation Z employees (aged 15-30 years) who would be the research participants.

Measuring instrument

This study uses two variables, namely flexible working arrangement as the independent variable and work-life balance. The scale used is a Likert scale. In the scale, statements are submitted and requested for respondents' agreement on the statements submitted. Each scale in this study consists of favorable and unfavorable statements divided into several response alternatives or answer choices. Favorable statements are statements that support the attitude object to be measured. Conversely, unfavorable statements are statements that do not support the attitude object to be measured (Azwar, 2018). The scale used has 4 answer choices: Very Appropriate (SS), Appropriate (S), Not Appropriate (TS), and Very Not Appropriate (STS). Each answer is then accumulated according to the nature of the item with an assessment score for favorable questions, namely STS = 1, TS = 2, S = 3, SS = 4. Meanwhile, for unfavorable statements, the assessment score is SS = 1, S = 2, TS = 3, STS = 4. Respondents will be asked to choose one answer that best suits the subject and is in accordance with the current situation.

The measuring instrument in this study is the work-life balance scale which consists of 4 aspects, namely 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) which consists of 18 items. Meanwhile, the flexible working arrangement scale consists of 3 aspects, namely Available Flexible, Preference of Flexible, and Use of Flexible with 8 items.

The measuring instrument used has undergone a trial phase and yielded positive results. Fifty respondents were recruited during the trial period. After the trial, the next step was to measure validity and reliability using IBM Statistics v20.0.2.0. Validity testing was conducted using Pearson correlation analysis. Calculations were performed using a 5% significance level with N = 50, resulting in an r table value of 0.279. Invalid data, based on validity criteria, will be discarded.

According to Purnomo (2016), an indicator is declared valid if the calculated R value is greater than the R table and has a positive value. Conversely, if the calculated R value is smaller than the R table, the indicator is declared invalid.

Data analysis

This study uses the Pearson correlation test technique. This technique is a statistical technique used to determine the relationship between two different variables on an interval scale (a scale that uses actual numbers), therefore correlation is included in the category of parametric statistical tests. The magnitude of the correlation is 0 to 1. The correlation can be positive, which means it is in the same direction: if the first variable is large, then the second variable is also larger. The correlation is negative, which means it is in the opposite direction: if the first variable is large, then the second variable is smaller. The Pearson correlation test in this study uses the assistance of the IBM SPSS Statistics v20.0.2.0 application.

RESULT AND DISCUSSION

This study aims to empirically examine the relationship between flexible working arrangements and work-life balance among Generation Z employees. To address this question, the researcher employed a statistical analysis of Pearson Product Moment correlation, which measures the strength and direction of a linear relationship between two numerical variables. This analysis began with tests of normality and linearity assumptions, followed by validity tests.

The study involved 110 participants, consisting of Generation Z employees. The characteristics of the study were permanent or active employees who did not work on shifts, aged between 15 and 30 years old, as shown in Table 1:

Table 1. Description of Research Subjects

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Man	53	48.2%
	Woman	57	51.8%
Age	16-20 years	19	17.3%
	21-25 years old	60	54.5%
	26-30 years old	31	28.2%
City of Domicile	West Java	33	29.7%
	Central Java	10	9%

	East Java	7	6.3%
	Yogyakarta	30	27.2%
	Jakarta	14	12.7%
	Sumatra	7	6.3%
	Banten	4	3.6%
	Etc.	5	4.5%
Average Working Hours per Week	<30 Hours	80	73%
	30-40 Hours	14	13%
	>40 Hours	16	14%
Last education	High School	45	40.9%
	Diploma	10	9.1%
	S1	53	48.2%
	S2	2	1.8%
Position	Operator	9	8.2%
	Staff	55	50%
	Supervisor	8	7.3%
	Manager	6	5.4%

	Head of Division	2	1.8%
	Other	30	27.3%
Work place	Government agencies	13	11.8%
	Institution/Organization/Multilateral	8	7.3%
	Self-Employed/Owned Company	13	11.8%
	State-Owned Enterprises/Regional-Owned Enterprises	13	11.8
	Non-governmental organization	4	3.6%
	Private companies	34	30.9%
	Other	25	22.7%

Before hypothesis testing, the initial stage is assumption testing, which includes checking linearity and normality, which are essential requirements for conducting correlation analysis between variables. Assumption testing was performed using IBM SPSS Statistics v20.0.2.0. The normality test used in this study was the Kolmogorov-Smirnov test. The results of the normality test are considered significant if the significance value is greater than 0.05, meaning the data distribution is considered normal. The normality test showed a significance value of 0.421 (>0.05), indicating that the data were normally distributed. The results of the normality test for the flexible working and work-life balance scales are shown in Table 2:

Table 2. *Normality Test*

Variables	P	Normality
Flexible Working and Work Life Balance	0.421	Normal

The next step is to conduct a linearity test to determine the linear relationship between the two variables. The linearity test results are significant if the *f* value for *deviation from linearity* is > 0.05 , indicating a linear relationship between the Flexible Working (X) and Work-Life Balance (Y) variables. Conversely, if the value is < 0.05 , the relationship between the variables is non-linear. The table below shows that the

deviation from linearity value, 0.254, is greater than 0.05, indicating a linear relationship between the flexible working arrangement and work-life balance variables. The following table shows the results of the linearity test.

Table 3. *Linearity Test*

Variables	Deviation from Linearity	Linearity
Flexible Working and Work Life Balance	0.254	Linear

This study then conducted a Pearson correlation test to determine the relationship between Flexible Working and Work-Life Balance by observing a significance value of <0.05 . However, if the significance value is >0.05 , then variable X or the Flexible Working variable has no impact on variable Y or the Work-Life Balance variable. The results of the Pearson correlation validity test analysis in this study found an R value of 0.349 with a significance value of <0.005 , thus the proposed hypothesis is accepted. The following are the results of the Pearson correlation validity test:

Table 4. *Hypothesis Testing*

Variables	<i>r</i>	Significance
Flexible Working and Work Life Balance	0.349	0,000

The results of the hypothesis test using Pearson correlation show that there is a significant positive relationship between *flexible working arrangements* and *work-life balance*, with an *r* value of 0.349 with a significance of 0.000 (<0.005), which means there is a significant positive relationship between flexible working arrangements and work-life balance. Thus, the higher an individual's perception of flexibility in work arrangements, the higher the level of *work-life balance* they experience. These results support the hypothesis that *flexible working arrangements* have a positive contribution to *work life balance*, especially in generation Z.

The results of this study reinforce Clark's (2000) Work-Family Border Theory, which states that flexibility in managing time and roles allows individuals to effectively move between work and personal life. When the boundaries between work and personal life can be negotiated through flexibility, individuals are better able to balance both roles.

These findings are also consistent with research by Galea et al. (2014), which showed that work flexibility positively contributes to job satisfaction and psychological well-being. For Generation Z, flexibility is not just an optional preference but an essential need. Furthermore, these results align with a study by Sari and Yuniasanti (2025), which indicated a correlation between flexible work arrangements and work-life balance among millennial employees. Their study confirmed that flexibility in work arrangements significantly contributes to work-life balance among millennial employees, although the study did not analyze additional factors. This means that implementing work flexibility can significantly improve well-being and work-life balance.

The positive influence between *flexible working arrangements* and *work-life balance* is also supported by previous research by Rosita et al. (2024), which found that flexible working arrangements significantly positively affect *work-life balance*. *Work-life balance* also acts as a mediator between flexible working arrangements and turnover intention. This means that the implementation of work flexibility helps increase employee engagement and reduce turnover intentions. According to Hyland (2000), flexible working includes three main dimensions: *available flexible*, *preference for flexible*, and *use of flexible*. The first aspect, *available flexible*, refers to the amount of flexibility available to a worker in a company or organization, both in terms of location and time. A study by Rosita et al. (2024) shows that companies establish flexible work options (flextime, hybrid), which are *available flexible initiatives*. This empirically supports work-life balance among Generation Z employees. The second aspect, *preference for flexible*, refers to the amount of flexibility preferred by a worker in terms of both time and work location. A study by Lubis and Ishak (2023), stated that workers like and utilize work flexibility, especially flexible working hours. The third aspect, *use of flexibility*, refers to the amount of flexibility employees actually use, both in terms of time and work location. A study by Rosita et al. (2024) measured the program's effectiveness through self-reported actual use, and the results showed that flexibility improved *work-life balance*.

This study's strength lies in its use of an objective quantitative approach and validated instruments. Furthermore, the number of respondents ($n = 110$) was sufficient for correlation analysis. However, this study has limitations in population coverage, as it only involved Generation Z employees who do not use *shift work*.

CONCLUSION

Based on the results of the analysis that has been done, it can be concluded that the hypothesis in this study is proven and accepted, which indicates a relationship between *flexible working arrangements* and *work-life balance* in generation Z employees. In the results of the Pearson correlation analysis, this study shows that there is a significant positive relationship between *flexible working arrangements* and *work-life balance* in generation Z employees. The correlation value of $r = 0.349$ with a significance of $p = 0.000 (<0.05)$ indicates that the higher the individual's perception of work flexibility, the higher the level of balance between work life and personal life. This study also confirms the relevance of aspects in work flexibility as stated by Hyland (2000), namely *available flexibility*, *preference for flexibility*, and *use of flexibility*, which significantly contribute to work-life balance in generation Z employees in Indonesia. Thus, this study contributes to the development of work and organizational psychology, especially in understanding the needs and work preferences of generation Z in the context of a constantly changing work culture.

Based on these findings, it is recommended for companies to further integrate flexible work policies as part of their human resource management strategies that support employee well-being, especially for Generation Z. Implementing work flexibility tailored to employee needs and preferences can improve *work-life balance* and potentially increase productivity and loyalty to the company.

This research was conducted in accordance with applicable ethical standards and in accordance with the guidelines established by the organizing institution. Participant participation was voluntary, and all information obtained will be kept confidential and used for research purposes only. The researcher would like to express her deepest gratitude to Ms. Dewi Soerna Anggraeni, S.Psi., M.Psi., Psychologist, as her supervisor, for her valuable guidance, input, and support during the preparation of this journal. Her contributions have provided significant guidance in making this research a success. This research was fully funded by the researcher independently. In its implementation, the researcher always prioritized moral values, including respect for the privacy rights and protection of participant data. All data was carefully analyzed and used solely for research purposes. The safety and comfort of participants were a primary concern throughout the research process.

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