

Shifting Work-Life Equilibrium To Work-Life Fit From The Perspective Of Generation Z

*¹Dr. Geeta Rana, ²Manisha Negi, ³Dr. Ravindra Sharma

Abstract

One of the new demands that have arisen due to the changing pattern of employment and job is work-life equilibrium, which has emerged in organization as a critical element for a conducive work environment. Companies widely known that younger generations, who commonly use the Internet for research, base their hiring decisions on browsing and comparing corporate websites. This study examines the most recent best organisations to work and present work-life equilibrium practises in order to learn from the best organisations while also highlighting areas that could be improved. The primary contribution of this study is the development of a weighted index for benchmarking, which incorporates the preferences of newer generations in the workplace. The analysis reveals that little information about work-life equilibrium is being offered by even the best companies. In order to attract talent from Generation Z and Millennials, it is also suggested that firms boost the online transparency of their work-life equilibrium rules.

Keywords: *Generation Z, Work life equilibrium, Different industry, Millennials*

Introduction

Many recent studies have looked at the characteristics of Generation Z (Maloni et al. 2019), attitudes towards work & organisations, familiarize t^lo the workplace (Chillakuri, 2020), and uniform distinguishing variants in this regiment (Scholz, 2019; Leslie et al., 2021), as well as its comparisons and changes with Generation Y (Raslie and Ting, 2021). Human resources management, as well as an effective workflow and atmosphere in the workplace, are made more challenging by the necessity to adapt in the workplace. Given that they were raised at a time of social and economic unpredictability, Gen Z employees typically look for an employer who values flexibility in the workplace and a healthy work-life equilibrium. Generation Y (Raslie and Ting, 2021) but also with (Baby Boomers 2020; Mahmoud et al., 2021). While more so than in previous generations, job stability is ultimately the most crucial aspect of our professions. Gen Z has to be welcomed and fostered into the workforce, provided the appropriate technologies that match their savvy, and immediately integrated into organisational culture in order to expand these skills effectively into practical application. This will allow them to be productive more quickly and advance their careers. Existing abilities like social media communication, data science, and cyber security go hand in hand with these newly acquired ones. The fastest-growing

¹Associate Professor, Himalayan School of Management Studies Swami Rama Himalayan University, Jolly Grant, Dehradun, India.

²Research Scholar, Himalayan School of Management Studies Swami Rama Himalayan University, Jolly Grant, Dehradun, India.

³Assistant Professor, Himalayan School of Management Studies Swami Rama Himalayan University, Jolly Grant, Dehradun, India.

Corresponding Author: Dr. Geeta Rana*

majors for this age include those in computing, information science, and statistics, all of which are essential to any organisation. For all sides, it's beneficial. The Global Millennial Survey by Deloitte conducted in 2019 found that Gen Z's top motives revolve around employment mobility. Workers in this demographic want to have an impact—and they want it now. They have a more entrepreneurial mindset than earlier generations. Employers must correctly respond with career mobility programmes that satisfy both the employer and the employee if they want to retain their personnel.

The epidemic tore the bandage off of our tense working relationship, exposing the tension and unequilibriums in our careers. There were silent resignations, lying flat, and *bai lan* in addition to the Great Resignation (when 47 million workers freely left their positions in 2022). This expression, which means to "let it rot," has its roots in NBA games and refers to voluntarily giving up on a goal after realising how tough it will be to attain it. These phrases portray a negative image of our relationships with our jobs and, consequently, the businesses we work for. The issue has been exacerbated by the way organisations approach and manage work. Generation Z is becoming more and more interested in alternate work environments. 15% of participants in a four-day workweek pilot programme stated "no amount of money" would persuade them to return to working five days per week, and the majority of participants said they didn't want to go back. Organisations have failed to address this hot HR subject, which is that workers are unsatisfied with their jobs. (Elevating Work: 11 HR Trends for 2024 - AIHR).

The majority of Gen Z employees desire the freedom to pursue personal and professional fulfilment on their own terms, making the 40-hour, 9-to-5 workday less enticing to them. Recent statistics from Wonolo revealed that many Gen Z'ers are favouring gig labour as a convenient way to pay off student loans while concentrating on other entrepreneurial endeavours and personal passions. Gen Z is given the chance to develop both professionally and personally by allowing employees to work from other locations, remotely from a place they've always wanted to live, or by giving them the option to pursue a graduate degree part-time. Hence, to adeptly address the requirements of the Generation Z workforce, organizations must shift from the notion of work-life equilibrium to that of work-life integration.

Literature Review

There have been several past literatures which focus on the expectation of generation Z from the workplace environment and how they see shift to work-fit when it comes to their jobs.

Work life Fit

It is a concept that emphasize the importance of balancing one's professional and personal life in a way that suits their individual needs and preferences. The idea that people are driven to strike an equilibrium between their job and other spheres is at the heart of border theory (Clark, 2000). According to this theory, it has been discovered that how happy and fulfilled people are with their life is influenced by the work-home interface.

This generation seems to be motivated by the possibility to progress their professions and the ambition to get their ideal work, according to (Mangano et al. 2020). As a result, they are more prone than earlier generations to switch employment frequently, and they are also more inclined to shift jobs immediately if they don't like something. When examining it was demonstrated to be financially conscious in addition to being more knowledgeable and informed about the world than prior generations.

Additionally, practically all of the early research on group Z was done in the United States, which gave this group a negative reputation (Scholz, 2019). Research supporting the presence of intragenerational variances is available, demonstrating how the preferences, perspectives, and traits of Gen Z individuals diverge based on geographical location or their perceptions of workplaces (Leslie et al., 2021). Influenced by external situational factors such as events, crises, technological advancements, or trends related to youth. A nearly irreversible climatic crisis, terrorism, political unrest, and a worldwide financial crisis have all enveloped this generation cohort. As a result of the convenience of using the same currency throughout the EU and, in the case of Europe, free movement between its member states, Gen Z has lived in a world that is becoming more and more globalised. All of these elements have shaped Gen Z's attitude, vision, and level of adaptability to the global community (Magano et al., 2020). They are also drawn to companies for their reputation, innovation, speed of change, and platforms for education. (Jenkins 2019) provides the following additional summary of the personality traits and behavioural characteristics of generation Z:

1. Generation Z is drawn to gamified processes and procedures, and is accustomed to communicating and collaborating across platforms on a global scale.
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3. Gen Z is a mobile and video centric generation and they live remotely through their mobile devices.
4. Generation Z, which prefers open and collaborative digital interactions in real time, is rapidly adopting new communication channels.
5. Generation Z expects professors and supervisors to augment their education rather than serve as their main source of knowledge by guiding them through their doubts, failures, and accomplishments.
6. The more linked the world is, the more Generation Z has an instinctive affinity with technology and different expectations about how work can and should be done.
7. Generation Z places a premium on authentic, transparent, and sincere communication from peers, mentors, employers, and brands.
8. In addition to expecting innovation from their companies, leaders and brands, Gen Z expects to co-create with brands, participate in teams and collaborate with managers.
9. Generation Z exhibits traits of self-starting, self-learning, and self-motivation, seeking rapid impact within the workplace.
10. Generation Z prioritizes entrepreneurship, innovation, and "side hustles."
11. The interaction between Generation Z and technology will reshape their manner of expression both as employees and consumers.
12. Generation Z will harness the diversity of thought and experience within their cohort to devise innovative solutions for the intricate challenges of the future.

Scholars have underscored that organizations are now confronting novel challenges due to the presence of numerous distinct generations. The introduction of the new Generation Z further compounds the complexity. Baby boomers, Generation X, and Generation Y (millennials) have all been subjects of study in this regard.

Striking a equilibrium between work and personal life poses challenges for both individuals and organizations, as managing conflicting priorities can be difficult and can result in diminished productivity, increased illness, and absenteeism (Swift, 2002). There is a great deal of dualism in reality. The duality problem appears in the life of a man in a variety of distinct dimensions. The concept of bifurcated realities or the division of existence into two separate and independent realms. This strategy necessitates first

classifying people into groups. People who are a part of both our inner and exterior circles, such as our family, friends, and relatives, as well as our associates and clients, etc. For proper treatment, employers should be aware of the attitudes and values of their workforce.

Conclusion

Managing Generation Z in the workplace presents a genuine challenge due to their unique characteristics and behaviours as the latest generation to enter the labor market. Embracing change and initiating adaptation promptly, if not already underway, is essential. Due to the introduction of a new age cohort, businesses and employees must adjust to changes in the working dynamic and corporate culture. Hence, effective human resources management plays a pivotal role in facilitating a seamless onboarding process and aiding in the assimilation of newcomers into the workplace. The introduction of a new generation into the workforce will inevitably influence the social and professional environments in which employees pursue their careers. Therefore, it is imperative to ensure that strategies and tactics are not misinterpreted or inaccurately applied, as each company's strategic objectives are unique and must align with its formal and cultural frameworks to facilitate effective decision-making. The study's findings offer insights into the concerns that the Gen Z cohort harbors regarding employment and job searching. The analysis illustrated how perspectives on Gen Z, the workforce, and the workplace evolved over an 11-year period. From 2009 to 2017, there aren't many articles, and it's not until 2018 that the topic starts to get more attention. In terms of publications and citations, one author, Goh, stands out with four articles authored and a total of 168 citations received. Few authors have written two documents, whereas the bulk have only written one. The amount of research on the topic is growing gradually but steadily, with little consistency between time periods and a very low keyword usage rate. This demonstrates both a broad range of potential future growth and a slowly developing interest among academics in the field. There are a number of recommendations in relation to subjects that need further research because there aren't enough publications on them or they're just partially developed. One method to illustrate how organizations are gearing up for a workplace digital transformation propelled by the tech-savvy Gen Z is by examining the technological aspects of the workplace.

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