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THE EFFECT OF WORK FROM HOME AND WORKLOAD ON WORK-LIFE BALANCE OF GENERATION X AND GENERATION Y EMPLOYEES

Peter R.Y Pasla¹, Uki Yonda Aseptia¹, Santi Widyaningrum³, Monike Juniza Pramesti⁴, Soetam Rizky Wicaksono⁵

^{1,2,3,4,5}Universitas Ma Chung, Malang, Indonesia

Corresponding Author: Peter R.Y Pasla E-mail: peter.pasla@machung.ac.id

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ABSTRACT

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Work Life Balance (WLB) is a situation where a person manages to balance between work, family life and other responsibilities. During the COVID-19 pandemic which began by the end of 2019, many companies have implemented a Work From Home (WFH) policy that allows a worker to spend all his time at home and with a relatively lighter work load. The workforce today onward will be dominated by employees from generation X, namely people aged between 45 to 56 years and people from generation Y, who are 27-44 years of age. Each generation has its own characteristics of how they work and respond to work situations. This research was conducted in an effort to determine the impact of WFH and workload on Generation X and Generation Y. The population in this study were generation X and Y in Malang City who had carried out WFH. Using Slovin formula the sample were 228 male and 178 female workers of Generation X and Generation Y. The results of this study indicated that WFH did not significantly affect the WLB of Generation X and Generation Y while workload had a significant effect on the WLB of Generation X and Generation Y.

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1. Introduction

Work-life Balance (WLB) according to Hutcheson and Peggy (2012) is a form of satisfaction for individuals in achieving work-life balance (Hutcheson, 2012). Parkes and Langford define WLB as a situation in which individual workers are able to commit dividing their time between work and family (Parkes & Langford, 2008). In order to achieve maximum WLB the individual workers must be properly responsible for activities outside of his job. WLB is the extent to which employees are bound together between their work and their families and their roles must be equally maximal in work and with family (Greenhaus et al., 2003). Balancing work and personal life is not an easy thing. An unbalanced WLB is one of the problems that can pose a big risk to the welfare of employees and the company and if the demands of the work given to employees are spent more at work, it will affect the WLB of employees (Kevin E. Cahill, Tay K. McNamara, Marcie Pitt-Catsoupes, 2012). Work From Home (WFH) is not a new term in the workplace. WFH is a term for working remotely from home. Working hours for WFH can be said to be flexible depending on which company the employee works for.

The term WFH has long been known in the workplace and has usually been done by freelancers. WFH is a concept where employees can do their work from home with flexible working hours (Karanikas & Cauchi, 2020). The implementation of WFH may help to provide a balance of life for employees and on the other hand also helps companies in completing work. During the COVID-19 pandemic, many companies were required to implement WFH which was intended as an effort to prevent the spread of the Covid 19 virus through close contact of workers during work hours. WFH is currently a modern work approach implemented via the internet and workers mobility (Putri & Amran, 2021). WFH is also known as working remotely or telecommuting which means that employees work from where they live. WFH as a concept is very important nowadays because with this working concept the company can keep employee productivity the same or even better and at the same time support employees by giving more time to be with family and/or handle some personal work (Șerbănescu, n.d.). WFH may be a good alternative to help employees stay at home and work at the same time. During the COVID-19 Pandemic which began at the end of 2019, the implementation of WFH is expected to keep companies productive even though most of the work, if not entirely, is done from home.

WLB is the condition of an individual who can manage time well or can harmonize life at work, family life and personal interests (Kalliath & Brough, 2008; Sirgy & Lee, 2018). WLB includes a balance between work and personal life that both produce

satisfaction for individuals (Bataineh, 2019). Balancing work and personal life is not an easy thing. For employees, the current dilemma is when in one hand they must compete to do the job as demanded by the company and the other hand the competition to perform the best at work may bring many negative impacts on employees' WLB, starting from increased stress, work fatigue and disrupted and unbalanced work-life (Guest, 2002; Lockwood, 2003). An unbalanced work-life is one of the problems that can pose a big risk to the welfare of employees and the company. If the demands of the work given to employees are spent more at work, it will affect the WLB of employees. This should be the concern of the company or organization as to how to encourage WB for its employees.

There are four generations of the workforce in the company, namely Matures, born between 1920 to 1939, Boomers, born between 1940 to 1959, Generation X, born between 1960 to 1979, and Generation Y or Millennials who were born in 1980 until the end of 2000. Although there are five different types of generations, currently most of the workforce is dominated by the Generation X and Generation Y (Chillakuri & Mahanandia, 2018; Naim & Lenka, 2018). Generation X who were born between 1965 – 1980 grew up in uncertain conditions, looking for honest and challenging leaders (Rudolph et al., 2018). This is what makes Generation X become autonomous, independent and sometimes skeptical of authority (Chillakuri & Mahanandia, 2018). Generation Y or also known as the millennials is the generation born between 1980 – 1999 (Schroth, 2019). Generation Y relies heavily on technology because they grew up in the technology era. They are more affluent, more technologically savvy, have better education and live more in an ethnically diverse environment. Millennials want to make an immediate impact on programs that engage them, seeking satisfaction and opportunities to excel.

Before the COVID-19 Pandemic, WFH was usually done by freelancers who used to work on projects or work at home. The emergence of the COVID-19 pandemic has made companies implement WFH which arguably may have an impact on the WLB of each employee because WFH has made most, if not all, of the workers' time to be spent at home. Thus, it raised question for research problems, which are: (1) Does WFH affect the WLB of Generation X and Generation Y employees? and (2) Does the workload affect the WLB of Generation X and Generation Y employees?

2. Literature Review

The workforce currently is dominated by workers from generation X and generation Y. Generations X and Y are people between the ages of 27 – 56 years. The proportion of Generation Y or millennial generation who work has the potential to increase in the future. Globally in 2014 the proportion of Generation Y who worked was 36% in the workplace and in 2020 it was predicted to increase to 46% (UNC, 2013). In Indonesia, BPS (2021) recorded that the population of generations X and Y is 47.75% of the total population of Indonesia. With other generations being at retirement age (baby boomers) and school age (generation Z and alpha) it can be concluded that the current workforce and in the next few years will still be dominated by workers from Generation X and Y (Bartz et al., 2017; Behrens, 2009).

Workload is the average frequency of the activities of each job in a certain period. It also stated that workload is the number of activities carried out by employees that require skills, abilities and mental processes to complete their work within a certain period of time (Sjöberg et al., 2020; Van Acker et al., 2018). Indicators of workload are working conditions, use of working time, work environment and targets to be achieved. Workload may arise when employees get task demands beyond their capabilities (Doosty et al., 2019). Alexander (2015) argued that the measurements used to measure workload are working hours and productivity (Bruggen, 2015). Other indicators that can be used in measuring workload are overtime on holidays, problems at work, fatigue levels, work time pressure so that it interferes with employee concentration to work (Mahazi et al., 2012). WFH during the Covid-19 pandemic may affect the workload of employees due to their physical absence at the work location and relatively loose supervision from management so whether workloads also have an impact on WFH during the covid-19 pandemic becomes a suitable topic to be researched.

Raised in different times and environments, generations X and Y are believed to have differences both in personal characteristics and in how they behave and respond to what is happening in their work environment. Each generation, including generations X and Y, differed in attitudes towards work, attitudes towards authority regulations and attitudes towards rewards (Sutampi et al., 2019). Thus, Generation X is a generation that tends to be aware of diversity and global thinking, wants to balance work and life or WLB, uses a practical approach to work, and wants to have fun at work while Generation Y is highly

optimistic, focused on achievement, and has high self-confidence. In another study, there was no significant difference for individual characteristic factors between Generations X and Y. Referring to above studies related to characteristics and attitudes at work, it is interesting to study how the impact of WFH on WLB generation X and Generation Y (Sutampi et al., 2019).

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3. Methodology

WFH has a positive and significant effect on WLB and the results of the F-square measurement showed that there was strong influence between WLB variables (Bellmann & Hübler, 2020; Irawanto et al., 2021). The statistical T-test showed a larger T-table which indicates a positive relationship between WFH and WLB. In the mean time, there was a significant positive effect of workload on WLB. Therefore, this study proposes the following hypothesis:

- H1: WFH has a significant effect on the WLB of Gen X and Gen Y
 H2: Workload has a significant effect on the WLB of Gen X and Gen Y

Population and Sampling

The population in this study were all workers from Generation X and Generation Y in Malang City who had implemented WFH. Central Bureau of Statistics (BPS) Malang City (2021) published that the population of Generation X and Generation Y in Malang City is as follows:

Table 1 Generation X and Generation Y Population

Generation	Gender		Total
	Male	Female	
Generation X	85.609	64.850	150.459
Generation Y	93.933	71.041	164.974
Jumlah	179.542	135.891	315.433

Source : BPS Kota Malang (2021)

By using the Slovin formula (Creswell & Creswell, 2018; Neuman, 2014) the sample size for this research is as follows

:

$$n = \frac{N}{N(d^2) + 1}$$

Where :

n = Number of samples sought

N = Total population

d = Precision value (percentage) of allowance for inaccuracy due to errors in sampling)

Thus,

$$n = \frac{315.433}{315.433 (0,05)^2 + 1}$$

$$n = \frac{315.433}{788,5825 + 1}$$

$$n = \frac{315.433}{789,5825}$$

$$n = 400$$

The research questionnaires were then distributed proportionally to 109 Generation X males and 119 Generation Y males and 82 Generation X females, and 90 Generation Y females. Multiple regression analysis was employed to determine the effect of WFH and workload on WBL Generation X and Generation Y.

4. Results and Discussion
Multiple Regression Analysis

Tabel 2. Coefficient

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.958	3.288		1.204	.233
	TOTAL X1 (WFH)	-.019	.058	-.035	-.335	.739
	TOTAL X2 (WL)	.377	.075	.524	5.003	.008

a. Dependent Variabel: TOTAL Y (WLB)

From the table 2, it is known that the significance value (Sig.) for the effect of X1 (WFH) on Y (WLB) is 0.739 > 0.05 and the t value is -0.335 < t table 1.998, so it can be concluded that H1 is rejected which means there is no significant effect of WFH on WLB. Furthermore, the significance value for X2 (Workload) on the WLB is 0.008 < 0.05 and the t value is 5.003 > 1.998 which indicates that H2 is accepted which means there is the effect of Workload variables on the WLB of Generation X and Generation Y.

Tabel 3 ANOVA (F) Test

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	231.542	2	115.771	12.528	.000 ^b
	Residual	619.158	67	9.241		
	Total	850.700	69			

a. Dependent Variable: TOTAL Y (WLB)
b. Predictors: (Constant), TOTAL X2 (WL), TOTAL X1 (WFH)

The basis for determining the F test is if the significance value is < 0.05 or F count > F table, then there is a simultaneous effect of variable X on variable Y, and vice versa. The results of the ANOVA test suggested that the significance value is < 0.05 and the calculated F value is 12,528 > F table 3,13, hence, the conclusion is that WFH and Workload variables simultaneously influence the WLB variables.

Discussions

The Effect of WFH on the WLB of Generation X and Generation Y employees

The research showed that there was no significant effect of WFH on WLB. This was evidenced by the results of the t test with the results of t count 0.335 < t table 1.998. This meant that H1 was rejected, that is, there was no significant effect of WFH on the WLB of Generation X and Generation Y. This may be because during the COVID-19 pandemic many offices or companies that implemented WFH still required workers to work in a normal duration of 8 (eight hours) a day, 5 days or 40 hours a week. Although the workers stay at home with other family members they still have to complete the same work and even in certain cases more than load of work in normal days. Various companies also implemented a fairly strict monitoring system that ensured the works which were the responsibility of each worker can be completed as usual. In addition, there were many employees who simply cannot focus or divide their time well when working at home because they are disturbed by the situation and conditions around their homes. WFH does not significantly affect WLB because WLB can actually be achieved if workers can manage their time in a balanced way between the demands of work and the interests of their personal life, not only because they have more time to spend at home.

The effect of Workload on WLB of Generation X and Generation Y employees

The research showed that there was a significant effect of Workload on WLB. This statement is evidenced by the results of the t-test with the results of t-count 5.003 > 1.998. This means that H2 was accepted that the Workload significantly affected the

WLB of Generation X and Generation Y. The results of this study showed that there was a significant effect of Workload on WLB. This can be seen from the results of the Spearman and Kendall correlation. The Spearman correlation value is 0.006 ($p < 0.010$), while the Kendall correlation value has a significance value of 0.010 ($p < 0.050$). This result showed that there was a positive and significant effect of Workload and WLB. From these results, it can be concluded that various workload indicators such as targets to be achieved, working conditions, working time and work standards can significantly affect the WLB Generation X and Generation Y employees.

5. Conclusion

The research suggested that WFH does not significantly affect the WLB of Generation X and Generation Y since workers are still required to complete their work even though it is done entirely from home. The monitoring systems implemented by the company also made workers still to assume their work according to their normal workload assignments. Workload was proven to have a significant effect on WLB based on the workload indicators used in this study which indicated that for Generation X and Generation Y, working conditions such as work standards, targets to be achieved, and working time affect WLB. WFH doesn't seem to make the workload lighter and accordingly doesn't have a significant effect on WLB..

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