Factors Affecting the Performance of Generation Z Workforce Employees: Analysis of Work Life Balance, Leadership Style and Organizational Culture

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Abstract: Literature review research on factors affecting employee performance of Generation Z workforce: Analysis of Work Life Balance, Leadership Style and Organizational Culture is a scientific literature article in the scope of human resource management science. The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The approach used in this study is descriptive qualitative. The data collection technique uses literature studies. The data used in this descriptive qualitative approach comes from previous research that is relevant to this study and is sourced from academic online media such as the Scopus Elsevier Journal, Emerald, Sage, WoS, Reputable National Journal (SINTA), DOAJ, EBSCO, Google Scholar and digital reference books. The results of this literature review article include: 1) Work Life Balance affects the Performance of Generation Z Workforce Employees; 2) Leadership Style affects the Performance of Generation Z Workforce Employees; and 3) Organizational Culture affects the Performance of Generation Z Workforce Employees.

Keywords: Generation Z Workforce Employee Performance, Work Life Balance, Leadership Style, Organizational Culture

INTRODUCTION

Demographic trends, particularly the arrival of Generation Z into the labour force, have had a significant impact on the contemporary working environment. Generation Z, born between the mid-1990s and the early 2010s, has distinct characteristics and aspirations compared to prior generations. They grew up in the digital era, so they are well-versed in technology and value flexibility and work-life balance. In this setting, understanding the elements that drive Generation Z employees' performance is critical for firms seeking to enhance productivity and engagement. This essay will examine three main aspects that influence Generation Z employees' performance: work-life balance, leadership style, and organizational culture (Widjanarko et al., 2023).

Table 1. Generation Z Workforce Data 2022-2024 (People)

Age and Category	2022	2023	2024
Age 15-19 (Generation Z)	4.527.504	4.704.951	4.793.947
Age 20-24 (Generation Z)	12.384.895	13.175.089	13.629.983
Age 25-29 (Generation Z)	15.199.876	15.996.632	16.296.438
Number of Generation Z Workforce	**32.112.275**	**33.876.672**	**34.720.368**
Total Total Labor Force	**135.296.713**	**139.852.377**	**142.179.046**

Source: BPS Processed Data, 2024

Based on table 1 above, it is known that from 2022 to 2024 the number of Generation Z workforce continues to increase. Where in 2022 there were 32,112,275 people, then in 2023 there was an increase of 1,765,397 people, namely to 33,876,672 people, and in 2024 this generation workforce has reached 34,720,368 people. This means that the existence of Generation Z in the world of work is an important factor, because it can influence company performance.

Work-life balance is a major aspect influencing Generation Z employees' performance. Work-life balance is strongly valued by this generation, which often prefers flexibility in their jobs over the steadiness of traditional employment. Flexible working hours, supportive leave and vacation policies, remote work options, and extensive welfare support all help to promote a healthy work-life balance. According to research, healthy work-life balance enhances not just employee satisfaction and well-being, but also productivity and dedication to the firm. Generation Z, which is increasingly digitally connected and accustomed to quick access to information, demonstrates a high adaptation to new technology when given sufficient flexibility in their work. As a result, firms that invest in policies and practices that promote work-life balance are likely to experience improved performance among Generation Z employees. In addition to work-life balance, leadership style influences Generation Z employees' success. An effective leadership style is one that inspires, motivates, and empowers employees. Generation Z seeks leaders with a clear vision and mission, strong communication skills, decision-making involvement, and consistent motivation and inspiration. Transparent and inclusive leaders are more effective at generating trust and commitment among Generation Z employees. A leadership style that prioritizes staff growth is also critical, since Generation Z values opportunities to learn and progress professionally. Leaders may assist Generation Z employees in learning new skills and improving their performance by offering appropriate training and coaching. A leadership style that supports invention and creativity can also help to facilitate successful collaboration and teamwork, which this generation values highly (Panjaitan et al., 2020).

The third important aspect influencing Generation Z employees' performance is organizational culture. Organizational culture include principles, norms, ethics, team cohesion, support, and reward/recognition systems. Aligning values and beliefs with Gen Z employees' expectations and goals can boost engagement and loyalty. Good norms and ethics foster an inclusive and safe working environment in which employees feel appreciated and respected. High team cohesion promotes good collaboration and communication, which are required to achieve common goals. Generation Z values organizational support, whether in the form of resources, training, or policies that promote employee well-being. They prefer a work environment that fosters personal and professional development. A fair and open reward and recognition system is also essential for motivating employees and encouraging them to perform better (Widodo, 2022).

Organizations may build a work environment that supports Generation Z employees' best performance by recognizing and incorporating these characteristics into their human resource management methods. For example, offering flexibility in working hours and location can help employees feel more fulfilled and motivated, whilst inspiring and participative leadership can drive them to develop and collaborate more successfully. In addition, an inclusive and supportive workplace culture can boost employee engagement and lower attrition. Thus, the purpose of this study is to identify and assess the effects of work-life balance, leadership style, and organizational culture on Generation Z employee performance, as well as to provide practical advice for firms looking to maximize this generation's potential. The study's findings are likely to help human resource management practitioners and organizational leaders build effective policies and practices to enhance Generation Z employee success (Susanto, Sawitri, et al., 2023).

Based on the background of the problem that has been described above, the following problem formulations are determined: 1) Does Work Life Balance affect the Performance of Generation Z Workforce Employees?; 2) Does Leadership Style affect the Performance of Generation Z Workforce Employees?; and 3) Does Organizational Culture affect the Performance of Generation Z Workforce Employees?.

METHOD

The approach used in this study is descriptive qualitative. By conducting a comprehensive analysis of relevant previous research, the goal is to obtain and refine hypotheses that can be used for further research. The data collection technique is using literature studies. The data used in this descriptive qualitative approach comes from previous research that is relevant to this study and is sourced from academic online media such as the Scopus Elsevier Journal, Emerald, Sage, Web of Science, Reputable National Journal (SINTA), DOAJ, Publish or Perish, EBSCO, Google Scholar and digital reference books. After obtaining relevant previous research, both variables, methods used, indicators or similar problems, a review of the article is carried out into a table of previous research, which is informative, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION
Results
Performance of Generation Z Workforce Employees

Generation Z employees' performance relates to their productivity, efficiency, and effectiveness in the workplace. This generation is noted for its high level of technological adaptability and flexible work preferences. They prioritize meaningful work, personal development, and a healthy work-life balance. A supportive work atmosphere, innovation possibilities, and a democratic and inclusive leadership style all have an impact on their performance. Generation Z also evaluates their performance based on constructive criticism and opportunity for ongoing learning and development. To enhance workplace performance, firms must understand Generation Z's distinct requirements and motivations (Lutfi, A. R., & Widodo, 2018).

Dimensions or indicators that include the Generation Z Workforce Employee Performance variable include: 1) Technology Adaptation: Gen Z employees' capacity to use new tools and technologies rapidly and efficiently; 2) Flexibility: The willingness and aptitude to operate in a range of settings, such as remote work or flexible working hours; 3) Creativity and Innovation: The level of participation in developing new ideas and creative solutions to existing challenges; 4) Collaboration and Teamwork: The ability to operate effectively in a group, including communication and collaboration with coworkers; and 5) Job contentment

and Well-Being: Job contentment and work-life balance have an impact on work performance (Widodo, 2017).

The performance of Generation Z Workforce employees is relevant to previous research that has been studied by: (Widodo & Silitonga, 2017), (Widodo, 2023c), (Aziz et al., 2021), (Kahfi et al., 2022), (Latuconsina et al., 2019), (Silitonga & Widodo, 2019).

Work Life Balance

Work-life balance is a concept that highlights the significance of allocating time and energy evenly between work and personal requirements. This balance is critical for a person's mental, physical, and emotional health, as well as enhancing productivity and job satisfaction. Work-life balance entails having flexible work schedules, using technology that allows for remote work, and implementing organizational policies that promote employee wellness. Furthermore, work-life balance encompasses individuals' ability to establish clear boundaries between work and personal life, allowing them to spend time with family, participate in recreational activities, and pursue personal interests. This balance benefits both people and businesses since it reduces stress and tiredness while increasing employee loyalty and retention (Susanto, Soehaditama, et al., 2023).

Dimensions or indicators that include the Work Life Balance variable include: 1) Flexible Working Hours: The flexibility in establishing working hours allows employees to balance time between work and personal life; 2) Leave and Vacation Policies: Policies that promote yearly leave, sick leave, and family leave to ensure employee well-being; 3) Remote Work: The ability to work from home or a different place than the office, allowing employees to manage their time more flexibly; 4) Well-Being Support: Programs or policies that promote employees' physical and mental health, such as a workplace gym or counseling; and 5) Work Boundaries: The capacity to establish clear boundaries between work and personal time, preventing work disruptions during downtime (Yunita et al., 2023).

Work Life Balance is relevant to previous research that has been studied by: (Badrianto & Ekhsan, 2021), (Harini et al., 2020), (Laksono & Wardoyo, 2019).

Leadership Style

Leadership style is the method or strategy adopted by a leader to direct, motivate, and manage a team or organization. Leadership styles can range from authoritarian to democratic, or transactional to transformational, depending on the environment and demands of the organisation. Authoritarian leadership styles prioritize rigid control and direction, whereas democratic models encourage team participation and collaboration in decision-making. Transactional leadership relies on a system of rewards and punishments to produce objectives, whereas transformational leadership focuses on inspiration, vision, and personal development. Choosing the correct leadership style is critical for meeting organizational objectives, inspiring people, and fostering a healthy work environment. Effective leadership can boost staff productivity, innovation, and loyalty, but ineffective styles can result in discontent, conflict, and high turnover (Widodo, 2021).

Dimensions or indicators that include the Leadership Style variable include: 1) Vision and Mission: The leader's ability to establish and communicate a clear vision and mission for the team or organization; 2) Effective Communication: How the leader communicates with the team, including giving constructive feedback and listening to employee opinion; 3) Decision Making: The decision-making style that effects team dynamics, such as authoritarian, democratic, or delegative; 4) Motivation and Inspiration: The leader's capacity to encourage and inspire personnel through personal example, rewards, and recognition; and 5) Employee Development: The leader's efforts to help employees improve their skills and careers through training and mentorship (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Leadership style is relevant to previous research that has been studied by: (Widodo, 2023b), (Widodo et al., 2019), (F. Saputra, 2021).

Organizational Culture

Organizational culture refers to the values, beliefs, traditions, and practices that shape the workplace and impact the behavior of its members. This culture is evident in the company's vision, mission, and goals, as well as how employees interact with one another and external stakeholders. A good organizational culture can improve team cohesion, employee dedication, and overall organizational effectiveness. Organizational culture is influenced by the company's history, leadership style, organizational structure, and human resource management methods. A healthy and inclusive company culture promotes innovation, collaboration, and job happiness, whereas a poisonous culture can cause stress, conflict, and high turnover. To create and sustain a strong organizational culture, firms must actively express and reflect their core values, set a positive example through leadership, and include employees in decision-making processes (Putri et al., 2023).

Dimensions or indicators that include the Organizational Culture variable include: 1) Values and Beliefs: The organization's core values and how they are expressed in daily policies and procedures; 2) Norms and Ethics: The norms and ethical standards that regulate employee behavior and interactions in the workplace; 3) Team Cohesion: The level of cooperation, collaboration, and solidarity amongst team members and departments; 4) Organizational support for innovation and creativity, including tolerance for failure as a part of the learning process; and 5) Rewards and Recognition: The structure in place inside the organization to acknowledge employee efforts and accomplishments (Sudiantini et al., 2022).

Organizational Culture is relevant to previous research that has been studied by: (Silitonga et al., 2017), (Jumawan et al., 2023), (Susanto, Sawitri, et al., 2023).

Relevant Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 2 below:

Table 2. Relevant Previous Research Results

No	Author (Year)	Research Results	Simmilarities with this article	Differences with this article
1.	(Dhaniswari & Sudarnice, 2024)	-Work Life Balance Variables Influence Gen Z Employee Performance in Denpasar City -Burnout Variables Influence Gen Z Employee Performance in Denpasar City	-This article has similarities in examining the Work Life Balance variable as an independent variable, and examining the Gen Z Employee Performance variable as a dependent variable.	-The difference with previous research is that it examines other variables, namely Burnout, on its Independent variable. -Previous research contained research objects, namely in Denpasar City
2.	(Hafidz & Noviyati, 2022)	-Work Motivation Variables Influence Employee Performance and Job Satisfaction in Generation Z Workforce -Transformational Leadership Variables Influence Employee Performance and Job Satisfaction in Generation Z Workforce	-This article has similarities in research on the Leadership variable as the Independent variable, and research on the Employee Performance variable in the Generation Z Workforce	-The difference with previous research is that it examines other variables, namely work motivation and organizational culture, as independent variables.

			as the dependent variable.	
		-Organizational Culture Variables Influence Employee Performance and Job Satisfaction in Generation Z Workforce		
3.	(Amelia, 2024)	-Leadership Style Variables Influence the Performance of Generation Z Employees in Bekasi -Compensation Variables Influence the Performance of Generation Z Employees in Bekasi -Work Environment Variables Influence the Performance of Generation Z Employees in Bekasi -Organizational Culture Variables Influence the Performance of Generation Z Employees in Bekasi	-This article has similarities in examining the variables of Organizational Culture and Leadership Style as Independent variables, and examining the variable of Generation Z Employee Performance.	-The difference with previous research is that it examines other variables, namely Compensation and Work Environment on its Independent variables. -In previous research, the research object was conducted in Bekasi on Gen Z Employees

Discussion

Based on the formulation of the problem and relevant previous research, the discussion in this article is as follows:

1. **The Influence of Work Life Balance on the Performance of Generation Z Workforce Employees**

Work-life balance has a significant impact on Generation Z employees' performance. This generation is noted for having high expectations of flexibility and balance in their professional and home lives. Flexible working hours are an important part of achieving work-life balance. With flexible working hours, Generation Z employees may tailor their schedules to their personal and professional needs. This adaptability helps them to respond to new technology and fast changing challenges. Employees can pick when they feel most productive and creative, increasing their efficiency and productivity. The opportunity to work on a flexible schedule also reduces stress and exhaustion, leading to improved well-being and job satisfaction.

Leave and vacation rules are also crucial in promoting work-life balance. Generation Z employees cherish the ability to take appropriate time off to rest and rejuvenate. Policies that encourage annual, sick, and family leave help them strike a balance between work and personal life. Employees who get enough rest might return to work with fresh excitement and desire. This has a good effect on their creativity and ingenuity. Employees who feel supported by fair leave rules are more loyal and driven to perform their best at work.

Remote work is growing more significant and popular among Generation Z. The opportunity to work from home or another location provides valuable flexibility. Remote work enables employees to better manage their time by minimizing travel time, which may be employed for more productive activities. It also encourages technology adoption, as employees must learn a variety of digital tools and platforms in order to connect and interact with their teams. Furthermore, remote work allows employees more flexibility and control in setting up their work environment, which can boost creativity and innovation. When employees feel trusted to work freely, they are more motivated to provide high-quality results.

Well-being support is another important aspect of work-life balance. Employees from Generation Z place a high priority on comprehensive well-being initiatives such as mental health services, fitness programs, and counseling. This assistance enables them to maintain peak physical and mental health, which has a direct impact on their performance. Employees who are physically and mentally fit can better adapt to change, perform more efficiently, and interact effectively in teams. Well-being support also boosts job satisfaction since employees feel valued and cared for by the firm. High work satisfaction helps to improve employee loyalty and retention, lowering attrition and the expenses involved with hiring and training new staff.

Finally, setting clear limits between work and personal time is essential for achieving a healthy work-life balance. Generation Z values clear boundaries between their work and personal life. Employees can achieve a better work-life balance by turning off work alerts after hours and focusing on their personal lives. This decreases the risk of burnout and tiredness while increasing overall pleasure and well-being. Clear work boundaries also promote more effective collaboration and teamwork since each team member understands when they can be contacted and when they can take breaks.

Overall, work-life balance, such as flexible working hours, leave and vacation policies, remote working, well-being support, and work boundaries, has a substantial impact on Generation Z employee performance. The flexibility and well-being provided by these policies enable employees to adapt to technology, work creatively and innovatively, collaborate with their teams, and attain optimal job satisfaction and well-being. Organizations that understand and apply these policies will benefit from improved employee performance, increased loyalty, and a more positive work environment.

2. The Influence of Leadership Style on the Performance of Generation Z Workforce Employees

Effective leadership style has a huge impact on the performance of Generation Z personnel. Leaders who can effectively convey the organization's vision and mission can provide employees a strong feeling of direction and purpose. Generation Z seeks significance in their job, and having a clear knowledge of the organization's vision and mission helps them feel more engaged to the company's objectives. When employees understand how their contributions affect the organization's overall success, they are more driven to adapt to new technologies and problems. Furthermore, a clear vision and mission create a framework for employees to work with flexibility, allowing them to determine the best approach to achieve their objectives while remaining motivated and inspired.

Effective communication is another facet of leadership style that has an impact on Generation Z employee success. Leaders who communicate clearly and honestly foster an environment conducive to the free flow of ideas and feedback. Generation Z likes transparency and openness, and is more engaged at work when they feel heard and valued. Collaboration and teamwork rely heavily on effective communication. When leaders open lines of communication and encourage conversation, staff are more inclined to share ideas and collaborate productively. This boosts creativity and innovation because different viewpoints and ideas can be merged to provide new and effective solutions.

Employee-driven decision-making has a substantial impact on Generation Z success. Leaders who involve people in decision-making create a stronger sense of ownership and accountability. Generation Z values the opportunity to make decisions that affect their employment. This not only improves technical adaptability since employees feel more accountable for mastering new technologies, but it also increases their flexibility in identifying ways to optimize work processes. Employees who participate in strategic choices are more likely to be satisfied with their positions and more committed to the organization's aims.

Leaders must motivate and inspire Generation Z personnel in order to increase creativity and innovation. Leaders who can inspire staff with vision, stories, and personal examples foster an environment of enthusiasm and dedication. Generation Z seeks leaders who not only guide but also inspire them to achieve their greatest potential. Employees who are motivated and inspired are more inclined to try new things and take risks, which can lead to innovation. Strong motivation also promotes collaboration and teamwork, since people are more eager to work together to attain common goals.

Finally, employee development is a crucial aspect of leadership that affects Gen Z performance. Leaders that prioritize employee development through training, mentorship, and career opportunities foster a culture in which people feel appreciated and supported. Gen Z is driven by clear career paths and opportunity to develop their abilities. They prioritize learning and growth possibilities. This improves technological adaptation since employees feel more competent in learning new tools and systems. Employee development also promotes flexibility, as skilled people are more adaptable to changes and expectations. Overall, an effective leadership style that includes a clear vision and mission, effective communication, participatory decision-making, motivation and inspiration, and a focus on employee development improves Gen Z employee performance significantly. Leaders may improve technical adaptability, flexibility, creativity and innovation, collaboration and teamwork, employee job satisfaction and well-being by offering clear direction, open communication, opportunity to participate in decision-making, inspiration, and development assistance. Organizations that adopt this leadership style will see improved employee performance, increased innovation, and a more positive and productive workplace.

3. The Influence of Organizational Culture on the Performance of Generation Z Workforce Employees

Generation Z employees' performance is heavily influenced by their organizational culture. An organization's values and beliefs shape its employees' behavior and decisions. Aligning values and beliefs with Generation Z's dreams and aspirations leads to increased motivation and connection. Generation Z, which places a high emphasis on integrity, transparency, and social responsibility, is more likely to adapt to new technologies and work techniques if they believe their firm upholds strong principles. Furthermore, this value congruence promotes flexibility because individuals feel supported and trusted to take the initiative and establish their own work styles in order to reach common goals.

The rules and ethics that exist within an organization's culture define appropriate workplace behavior and procedures. Good standards and ethics foster a secure and inclusive workplace in which Generation Z employees feel appreciated and respected. This is critical for encouraging creativity and innovation because employees feel comfortable sharing ideas and contributing without fear of being judged or discriminated against. Strong norms and ethics also encourage collaboration and teamwork by establishing clear standards for how employees should interact with one another in a respectful and professional manner. Employees who work in an ethical and normative atmosphere are more fulfilled and financially secure, which improves their performance and commitment to the firm.

Team cohesion is a key feature of company culture that affects the performance of Generation Z workers. High team cohesion fosters a sense of unity and solidarity among personnel, facilitating effective collaboration and communication. Generation Z, which places a high emphasis on cooperation and collaboration, is more productive and innovative when they feel like they are part of a close-knit, supportive team. Good team cohesion also enhances technology adoption because employees may assist one another and share expertise about new tools and systems. Employees who believe they are a member of a cohesive team are more adaptable to workplace changes and obstacles.

Organizational support is a key cultural factor in enhancing the performance of Generation Z employees. This assistance can take the shape of resources, training, mentoring, and policies that promote employee well-being. Generation Z thrives in surroundings that offer comprehensive support for both career and personal development. Strong organizational support makes people feel appreciated and driven to keep learning and innovating. It also boosts their adaptability to difficulties and changes because they believe they have the support they need to succeed. Good organizational support also boosts job satisfaction and well-being by making employees feel appreciated and supported in their efforts to attain personal and professional objectives.

Rewards and recognition are characteristics of company culture that have a significant impact on the performance of Generation Z employees. Employees are more motivated to perform well and innovate when awards and recognition are given on time and in an appropriate manner. Generation Z values positive feedback and appreciation for their achievements, whether it takes the form of formal or informal rewards. A fair and transparent incentive structure encourages employees to master new tools and processes in order to be recognized for their efforts, which increases technology adoption. Rewards and recognition also promote collaboration and teamwork because employees who feel valued are more likely to assist and collaborate with their coworkers.

A strong company culture with shared values and beliefs, good norms and ethics, high team cohesion, comprehensive support, and a fair reward and recognition system positively impacts Generation Z employee performance. Organizations that foster a supportive and inclusive work environment can promote technology adaptation, flexibility, creativity and innovation, collaboration and teamwork, and employee job satisfaction and well-being. Organizations that successfully establish a favorable culture will see improved employee performance, increased innovation, and stronger employee loyalty.

Conceptual Framework

Based on the problem background, problem formulation, relevant previous research and the results and discussion above, a framework for thinking is obtained to obtain a hypothesis for further research:
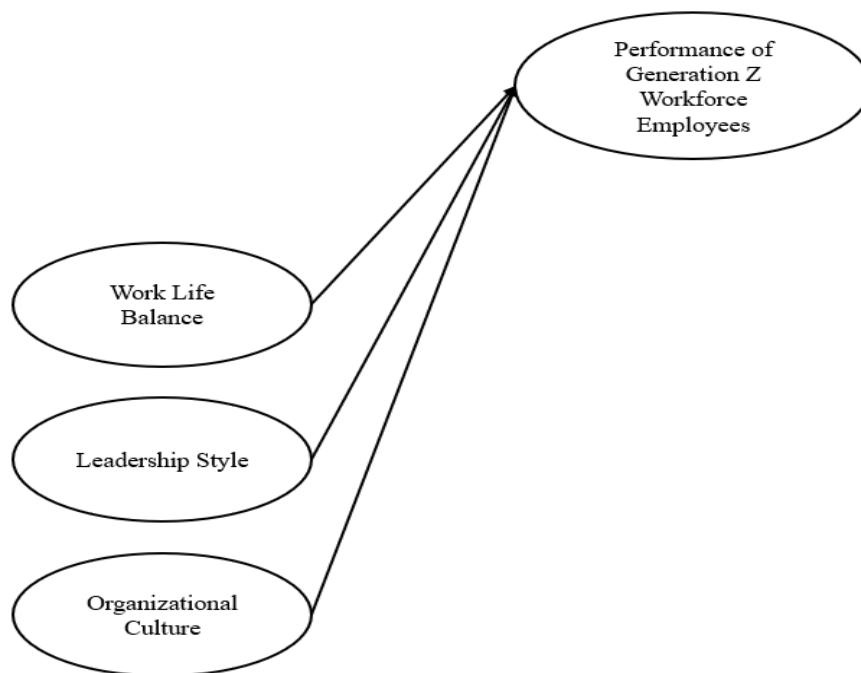

Figure 1. Conceptual Framework

Based on Figure 1 above, Work Life Balance, Leadership Style and Organizational Culture affect the Performance of Generation Z Workforce Employees. Apart from the independent variables (Work Life Balance, Leadership Style and Organizational Culture) above which affect the dependent variable (Generation Z Workforce Employee Performance), there are other variables that affect the Performance of Generation Z Workforce Employees, including:

1) Job Satisfaction: (Widodo, 2023a), (F. Saputra et al., 2024), (Silitonga & Widodo, 2019).
2) Career Development: (Widodo, 2020), (Maghfuriyah & Fitriyani, 2023), (Elmi & Ali, 2017).
3) Workload: (Ali et al., 2022), (Mahaputra & Saputra, 2021), (R. Saputra et al., 2023).

CONCLUSION

Based on the background of the problem, research objectives, problem formulation, relevant previous research, results and discussions and the framework of thinking above, the following conclusions are obtained from this research:

1. Work Life Balance affects the Performance of Generation Z Workforce Employees;
2. Leadership Style affects the Performance of Generation Z Workforce Employees; and
3. Organizational Culture affects the Performance of Generation Z Workforce Employees.

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