

Positive Psychology: Seeing Work-Life Balance as Positivity Value from Millennial Perspective

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Abstract

The necessity to oversight numerous positive organizational phenomena gave rise to positive organizational psychology. The nature of job relationships has drastically changed over the past decades, affecting not just the sort of labor performed but also when and how much it is completed. Many people today perform a variety of jobs, including part-time jobs, temporary jobs, and several occupations. In addition, as more people work several jobs, there is a corresponding rise in the amount of overtime that these people put in. The individual's capacity to balance their work and personal lives has drawn a lot of study attention and is a real concern for both individuals and organizations. Millennial generations interact with older generations in different ways. The millennial generation matures and becomes more adaptable to new situations and all potential outcomes, which is why it is frequently referred to be a generation that is particularly comfortable with change. Compared to the previous generation, the millennial worker gives work-life balance more consideration. Stress and burnout at work are the consequences of an unbalanced work-life. This study used the literature review method by collecting data from several literature and journals related to positive psychology, the concept of positivity, work-life balance, and millennials. Data gathering using automated searches on sites like Research Gate, Google Scholar, and Sage Journal. This research uses 9 scientific articles as a data source. The result of this study is to understand how the millennial perspective sees work-life balance as a positive value in a company. This study examines millennials who perceive the implementation of work-life balance in the workplace positively. Companies can utilize this information to effectively acquire millennial talent and employ the best resources to entice this type of potential.

Keywords: Millennials; Positive Psychology; Positivity; Work Life Balance

Introduction

The emergence of the internet, the liberalization of the economy, the rise of social media, and environmental awareness are some of the events that Generation Y, also known as millennials, have experienced. As a result, they are ambitious, creative, and goal-oriented, with self-assurance and a strong sense of self-worth as well as technological responsiveness (Naim & Lenka, 2018). In this era, the demographic of the workforce is changing. Generation Y or millennials enter the workforce with their knowledge of technologies.

Members of the millennial generation interact with previous generations in different ways. The millennial generation grows in an environment where they have access to numerous information technology advancements (Y.G. Choi et al, 2013). Based

How to cite:	Narendra Jagat Pramana, Silvia Saputra, Dara Delila, Cholichul Hadi (2024) Positive Psychology: Seeing Work-Life Balance as Positivity Value from Millennials Perspective, (5) 3
E-ISSN:	2722-5356
Published by:	Ridwan Institute

on research by Lub et al, generation Y is frequently referred to as a generation that is particularly comfortable with change since it is more open to new things and all potential outcomes (Lub et al, 2012).

Nnamboze & Parumasur (2018) stated that the important factors in engaging the millennials are salary, granting recognition to each, flexible work schedule, and career advancement. The intrinsic elements that affect millennials' job satisfaction include options for business ownership, training opportunities, perceptions of organizational support, employment that is varied and meaningful, and work-life balance (Solnet & Hood, 2008).

The distinction between job and non-work life has grown increasingly vague during the last 20 years. The way we operate has changed as a result of mobile communication devices like laptops and smartphones. Many people now have more flexibility in their work schedules and locations (Kossek & Michel, 2011). Life wouldn't be complete without work. Acquisition of life's necessities is a prerequisite for human adaption. However, life is more than just work; it also includes one's personal life, family life, as well as living in one's social network and culture (Hogan & Victoria, 2007).

The idea of work-life balance is significant to Millennials. Work-life balance is defined by researchers as the policies and initiatives that employers can provide to their employees to lessen family stress and conflicts when managing a work and a family (Jang et al, 2011). Employers should prioritize assisting employees in achieving work-life balance since it can lower turnover and improve employees' mental health and job satisfaction (Jang et al, 2011).

Method Research

This study is based on the literature. A literature review and empirical studies from various books and journals of earlier studies are the methods used, with a focus on work-life balance, millenials perspective, and positive value. Data gathering using automated searches on sites like Research Gate, Google Scholar, and Sage Journal. This research uses 9 scientific articles as a data source with detail in Table. 1.

Table 1. Scientific Article

Researcher, Year, Journal	Title	Variable	Researcher Obejct
Muliawati, 2020, Jurnal Ilmu Manajemen	The Role of Work-Life Balance & Job Satisfaction on Millenials Performance: Literature Study	X1=Work-life balance X2=Job Satisfaction Y=Millenials Performance	Literature Study
D. P. Larasati, 2018, Thesis	The Influence of Work-life Balance on Employee Engagement in the Millenial Generation	X1=Influence X2=Work Life Balance Y=Employee Engagement Z=Millenials Generation	PT Senwell Indonesi, Banjarmasin branch
John S. Buzza, 2017, Journal of Human	Are You Living to Work or Working to Live?	X=Workplace Y=Millenials	College Student from Business Classes

Resources Management and Labour Studies	What Millennials Want in the Workplace		
M. Rizky Afif, 2018, <i>Advances in Social Science, Education, and Humanities Research</i> , Vol. 307	Millennials Engagement: Work-Life Balance vs Work-Life Integration	X1= Work-life Balance X2=Work-life Integration Y=Millennials Engagement	Literature Study
D.L. Pandey, 2019, <i>NCC Journal</i>	Job Hopping Tendency in Millennials	X1=Job Hopping Tendency Y=Millennials	Millennials working in private organizations in Kathmandu Valley
Z. Rahmawati & Gunawan, 2019, <i>Journal of Science and Art ITS</i>	Relationship of Job-related Between Work-life Balance & Job Satisfaction in Millennials General Worker	X1=Relationship of Job-related X2=Work-life balance X3=Job Satisfaction Y=Millennials General Worker	Online sample with requirement millennials who have worked for 1 year
Wicaksana <i>et al</i> , 2020, <i>Journal of Secretary and Management</i>	Identification of Work-life Balance Dimension in Employees Millennials Generation in the Banking Sector	X1=Work-life Balance Dimension Y1=Employees Millennials Generation Y2=Banking Sector	Bank employee in Jakarta with 1 year experience
H.P. Pratama & Iwan K. Setiadi, 2021, <i>Business Management Analysis Journal</i>	The Effect of Work-life Balance on Millennial Employee's Job Satisfaction at Startup Company in Jakarta	X1=Effect of Work-life balance Y=Millennial Employees' Job Satisfaction Z=Startup Company in Jakarta	Startup employee in Jakarta
Ganaphati I.M.D & Alini Gilang, 2016, <i>e-Proceeding of Management</i> , Vol. 3, No. 1	The Influence of Work-life Balance on Employees Job Satisfaction	X=Influence of Work-life Balance Y=Employees Job Satisfaction	An employee of PT Bio Farma Persero

Results and Discussion

A. Work-life Balance

Work-life balance is one of the biggest difficulties facing today's workforce, and it is becoming more widely acknowledged (Hall & Ritchen, 1988). The concept of Work-life Balance is affected by several concerns, including a diverse workforce brought on by demographic changes and the blurring of boundaries between work and personal life as a result of communication technologies (Poelmans et al, 2008). The problems that WLB is currently facing are very different from those of the past. As a result, many WLB research studies published in the 1980s and 1990s might not be relevant now (Pheng L.S. & Benjamin, 2019:7).

The phrase "work-life balance" can indicate many different things. It can imply different things to various groups, and the interpretation is frequently influenced by the conversation's context and the speaker's point of view (Lockwood, 2003:3) for example; "The challenge of balancing responsibilities to one's family and job", Work-life Balance from Employee viewpoint, "The difficulty of establishing a

welcoming workplace environment where employees can concentrate on their work while they are there”, Work-life Balance from Employer viewpoint.

The capacity to balance work and life is known as having a good work-life balance (Wheatley, 2012). To reduce work-life conflict and help employees be more productive at their jobs and in taking on other responsibilities, the adoption of work-life balance entails several adjustments to daily routines or organizational culture (Lazar, 2010). According to Ganapathi (2016), indicators for measuring work-life balance include time balance, which relates to the time used for work and activities outside of work; balance of involvement, which has a psychological impact and measures a person's commitment to their job; and balance of satisfaction, which measures the degree of job satisfaction that people feel while working and activities outside of work.

Due to deadlines, disputes, and other challenges, the workplace can be stressful. A person's emotional and physical health may suffer if both their home and work, which are both vital aspects of life, are stressful (Lunau et al, 2014). Poor work-life balance is a serious concern for solving the issues. Poor work-life balance leads to burnout, which is why more exhausted employees report it (Scanlan et al, 2013).

Making sure the effectiveness of work-life balance in one's organization is important to keep the job satisfaction of their employees and prevent them from leaving the organization. This is the main issue that employers should know. Opportunities for career growth are another approach to keep workers happy and committed to an organization. This is crucial for millennials because burnout at work can have an impact on them as well and raise turnover rates (Buzza, 2017).

B. Positive Value of Work-life Balance

The idea of work-life balance is significant to Millennials. Work-life balance is defined by researchers as the policies and initiatives that employers can provide to their employees to lessen family stress and conflicts when managing a work and a family (Jang et al, 2011). Employers should prioritize assisting employees in achieving work-life balance since it can lower turnover and improve employee mental health and job satisfaction (Jang et al, 2011). Commonly, organizations want their employee to maximize their performance, and feel happy at work so that the employees will stay longer in one organization and see a greater return on investment.

C. Millennials' Perspective on Work-life Balance

The features of the millennial generation at work include the capacity to work flexible hours and receive rewards or recognition for performance (Schwartz, 2018). The millennial generation considers work-life balance as motivation, excitement, and encouragement to engage in extracurricular activities that are connected to the goal to be reached aside from his current job (Wicaksana et al, 2020). Furthermore, the millennial generation perceives work-life balance as critical to managing the quality

of one's personal life, including relationships, family, income, and life successes that will be reflected in an increase in the caliber of the work produced.

This might indicate the necessity for the millennial generation to realize their enthusiasm and love for what they are working to attain in the workplace (Wicaksana et al, 2020). According to Vyas & Shrivastava (2017), there are eleven aspects, including social support, stress, organization, information technology, the job one owns, family, social support, workload, individual, and expertise, might influence a person's ability to balance work and life. Meanwhile, the work-life balance according to Mwangi et al (2017) is a priority conflict between work and family responsibilities as well as the existence of employee support programs (counseling services and health programs).

According to Ganapathi (2016), indicators for measuring work-life balance include time balance, which relates to the time used for work and activities outside of work; balance of involvement, which has a psychological impact and measures a person's commitment to their job; and balance of satisfaction, which measures the degree of job satisfaction that people feel while working and activities outside of work. The symbiosis of mutualism, which will benefit both parties, is another example of how work-life balance is used. Work-life balance programs can be implemented by company policies on working hours and days, or simply by fostering a work atmosphere that promotes it.

D. Work-life Balance and Work-life Integration

The concept of "work-life balance" implies that work and life are artificially separated, as if work were not a part of life (Afif, 2018). Work-life balance is fundamentally distinct from the terms "work-life integration" and "work-life balance," meaning that you don't have to draw borders between your personal and professional lives but instead can combine the two (Kalliath & Paula, 2008). Work-life balance, as defined by Kalliath and Brough (2008), is the individual's belief that work and non-work activities are complementary and encourage growth in line with that person's life priorities.

Because they prioritize their families, millennials require a better work/life balance. Because this generation placed a strong priority on family, thus the workplace has changed (Andert, 2011). Employees who implement work-life integration able to carry out daily tasks by effectively balancing work and personal life. For example, you can choose to have breakfast with your family then straight to the office, then eat lunch and have time for your hobby, after that, you can back to the office again. The point is, that there is no border between your work life and personal life. The flexibility provided by work-life integration is appropriate for professionals who have the freedom to design their workweek (Afif, 2018).

According to a study by Kossek et al, more work-to-nonwork disruption behaviors (integration) were linked to greater work engagement (Kossek et al, 2012). Similar to Carlson et al's on work-family boundary strategies, researchers found that

physical and temporal work-to-family and family-to-work integration strategies had a favorable impact on work and family involvement, respectively (Carlson et al, 2013).

Work-life integration is a result of people having control over and making choices in their lives to deal with obstacles. This may involve balancing their professional obligations with their personal and familial obligations (Thoti & Saufi, 2016). Work-life integration is driven by the flexibility of modern technologies and the idea of flexible working hours. This is thought to boost retention, loyalty, and commitment while also improving productivity and job satisfaction (Pleck et al, 1980).

Millennials preferred this flexible form of employment since it allowed them to undertake occasional telework for critical family and personal requirements or to take time off during the workdays without being fined (Afif, 2018). Work-life integration is not usually the best alternative to apply since not all business operations can match or balance between work-life and personal life.

Conclusion

It is known from this study that the prevailing theory can be accepted. The millennial generation grows and evolves as technology advances. In addition to having strong multitasking skills and digital literacy, millennials are also known as the "Net Generation" because of their propensity to socialize and learn on the Internet. According to studies, this generation is one that readily adjusts to change and prefers to work in teams to complete their duties.

On the other side, this generation has more spare time to pursue their interests and spends a lot of time with family and friends. With these factors, millennials typically select careers that allow them to complete tasks and yet have time for their personal lives. Millennials have the option to balance their personal and professional lives. Millennials will then feel at ease and satisfied with their work.

This work-life balance program indeed increases their job satisfaction and tends to reduce stress and burnout. So they spend a lot of time working for the same organization. For the business, this results in a good return on investment. Other than work-life balance, the study also introduces the concept of work-life integration where there is no border between work-life and personal life. However, businesses continue to adhere to the work-life balance model, which separates work at the office from life outside of it. Not all businesses comply with the work-life balance system, and vice versa.

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