

# WORK LIFE BALANCE OF GENERATION Y IN INDONESIA

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# WORK LIFE BALANCE OF GENERATION Y IN INDONESIA

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**Abstract**—*This research aims to investigate how generation Y in Indonesia values work-life balance. Various previous research shows potentials for further investigation to explore whether there will be similar findings. Existing research has employed one of the three perspectives in understanding work life balance. This implies for the need to have more comprehensive research that elaborate those three different perspective in a holistic study.*

*On the other hand, there are still limited numbers of worklife balance related to Gen Y. Various research note that Gen Y dominates workforce and Gen Y has different value compared to other generations. Furthermore, there are different patterns on the ways Gen Y works. These differences are intrigued to be studied, especially related to the development of worklife balance theory from the perspective of role enhancement theory.*

*In order to fulfill the research aim, exploration of individual perspective on worklife balance is needed. Hence, qualitative method is deemed suitable for the study. This research employs multiple case study to investigate the reasons underlying different meanings of worklife balance. This research found that there are four needs that must be met to get work-life balance, namely the need for quality of life, the need for self-development, the need for family support, and the need for power in the job domain.*

**Key words**—*Work-life Balance, Generation Y, Indonesia*

## I. BACKGROUND

Generation Y, or often referred to as the millennial generation in 2015, counts for 35% of the total workforce of the world (Ezpinosa and Ukleja, 2016). Likewise, in Indonesia, generation Y constitutes of 39% of the total workforce (BPS, 2016). Of course, generation Y entering the labor market will increase from year to year. The increasing number of Y generation in the workforce has been the subject of recent research (De Cieri et al., 2005). The main problem as the focus of the discussion from the organizational side regarding generation Y is the

emerging difficulties managing the generation. This occurs because of the many differences in values, attitudes and expectations of this generation with previous generations that often lead to conflicts within the organization (Ng, Schweitzer, and Lyons, 2010). Generation Y management problems start from the recruitment process to the high turnover (Culpin et al., 2015). The high turnover rate of generation Y will have a negative impact on organizations, both financially and non-financially (Culpin et al., 2015). This turnover problem arises because one of Y's needs is not fulfilled, namely work-life balance. Even the need for work-life balance, which is having enough time to enjoy life outside of work life, is challenged from the first day of generation Y 's work (Deal and Levenson, 2016). This is what causes the importance of research on work-life balance related to the characteristics of generation Y with the aim of assisting organizations in making strategic decisions in managing their workforce.

On the other hand, there is currently not much research on work-life balance associated with generation Y. In fact, generation Y has different values than previous generations, and even different working patterns. For example, there is no doubt for generation Y to leave the job if they don't find what they want. This generation wants to work hard but demands good compensation, to have opportunities to develop themselves, and to be able to pay attention to their personal lives (Deal and Levenson, 2016). This difference is of course potentially going to be interesting to be examined more deeply related to the development of the work-life balance concept. Based on this phenomenon, this study will investigate how generation Y in Indonesia values work-life balance. So, this research is intended to contribute to a comprehensive perspective with a broader context in work-life balance issues.

## II. LITERATURE REVIEW

Work-life balance can be interpreted through two words, namely work and life. Work is defined as paid work, while life can be interpreted as non-work activities, which are all activities outside of work (Guest, 2002). So, work-life balance can be interpreted

as the adequacy of time provided for holding commitments in work and family. In other words, work-life balance is the equality of satisfaction and functionality in work and family with minimal role conflict (Clark, 2000).

Work-life imbalance can cause negative impacts both for the organization and the individuals (Crooker, Smith, and Tabak, 2002). For organizations, work-life imbalance can lead to ineffective behavior in the workplace, such as absenteeism, which in turn will reduce performance. In addition, it can reduce the level of satisfaction and commitment to the organization, as well as increase turnover intention (Konrad and Mangel, 2000). As for individuals, the imbalance between work and family life will affect careers, mental health, stress levels, and life satisfaction (Crooker et al., 2002). This is what causes work-life balance studies to be an important topic in several countries, because understanding how the effectiveness of an individual in managing his personal life and work life will create benefits for individuals such as life satisfaction, healthy mentality, and good behavior. Whereas for organizations, it will provide benefits, namely job satisfaction which can lead to effective behavior in the workplace, which can greatly improve performance (Greenhaus, Collins, and Shaw, 2003; Guest, 2002; Reindl, Kaiser, and Stolz, 2011).

#### *A. Development of Work-Life Balance Theory*

The theory underlying work-life balance is role theory. According to this theory, each individual has a set of roles determined by his environment (Kahn et al., 1964). The failure of individuals to carry out their roles will lead to role conflict. In the context of work-life balance, roles in the domain of work and family domain are expected to be balanced because the tendency of a larger role in one domain will create difficulties in the other domain (Greenhaus et al., 2003). This demand for role balance causes emergence of interrole conflict, which is a conflict that occurs because of the pressure of the role of the domain of work and life outside of work (De Cieri et al., 2005).

In the development of work-life balance research, role theory is divided into two, namely scarcity theory and role enhancement theory. Scarcity theory is based on the argument that multiple roles will have negative consequences because each individual has limitations in time, energy and attention (Goode, 1960). So, the involvement of individuals in one role in a particular domain will result in reduced involvement of roles in other domains. Scarcity theory is explained in five models of the relationship between work and life outside of work. The five models are segmentation, spillover, compensation (Hanson and Hammer, 2006), instrumental and conflict models (Guest, 2002). By understanding the relationship between work and life outside of work through the five models, the causes and consequences of work-life imbalance can be analyzed.

In addition, the scarcity theory is also related to the development of the boundary concept between work life and life outside of work. This is explained by Border Theory (Clark, 2000) and Job Demand-Resources models (Demerouti et al., 2001). Basically, Border Theory explains how individuals manage and negotiate work and non-work domains and limit them in order to obtain balance (Guest, 2002). The focus of this theory is that ideas of work and non-work are domains that are different and influence each other and must be balanced. While the Job Demand-Resources Model explains that job characteristics are divided into two parts, namely job demand and job resources, that must be maintained to be in balance. Job demand is a demand that has negative impact on the physical and mental condition of employees. Meanwhile, job resources are aspects of work that show support in achieving work goals, and there is an incentive to create personal growth, learning, and self-development. So, job resources can help an employee fulfill job demand in order to reduce the impact of work pressure.

Unlike the scarcity theory, the role enhancement theory argues that multiple roles can produce positive outcomes such as privileges, status security, and personality enrichment. Role enhancement theory changes the concept of the relationship between work and family into the existence of a mutually beneficial role between family and work so that it no longer focuses on work-family conflict only (Hanson and Hammer, 2006). So, one role does not harm the other, and it is very possible for an individual to have a significant conflict and significant positive spillover at the same time or to have a high level in one role and a low level in another role (Rantanen et al., 2013).

The development of role enhancement theory resulted in a new concept known as work-family facilitation, work-family spillover, and work-family enrichment (Hanson, Hammer, and Colton, 2006). Although work-family facilitation and work-family spillover are both oriented on how the role of individuals in one domain (e.g. work) can provide positive benefits to other domains (e.g. non-work), but there are differences between the two. Work-family spillover focuses on the benefits obtained personally whereas work-family facilitation does not only discuss the benefits to the person (skills, knowledge, values, perspective) but also capital gains such as money, social, and economy. Work-family enrichment occurs when the resources generated from one role improve the quality of other roles (Greenhaus et al., 2003). This is the same as positive spillover. For example, skills that are transferred from one role to another will improve the performance of the role that receives it.

#### *B. Development of Work-Life Balance Research*

When viewed from the perspective of research development, work-life balance develops from researches that focused on gender roles and conflicts



experienced by women (Lewis and Cooper, 1999), becoming deeper researches of how individual factors influence a person's perception of work-life balance (Brough, Timms, and Bauld, 2009) so that individual perceptions become the most important element in work-life balance measurement. Furthermore, in socio-cultural based research it was found that there were differences in the meaning of work-life balance in different countries (Chandra, 2012). In addition to the research on work-life balance of individuals, researches on work-life balance have also developed into the direction of organizations, such as regarding working hours. This is related to the importance of corporate support for the balance of work and life of employees (Hobson, Delunas, and Kesic, 2001), where companies must help employees in maintaining the balance of life and work because this will result in a strong bond between the organization and employees who are aware of their responsibilities outside the job. In this case, the organization is considered to have control of work-life balance (Hoffman and Cowan, 2008). The development of research from the perspective of individuals and organizations based on role theory produces several concepts that explore the relationship between work and non-work / family, namely Border Theory (Clark, 2000) and Job Demand-Resources (Demerouti et al., 2001).

The development of work-life balance research has been strengthened by the rapid development of information technology and high information loading which requires speed of response (Lewis, 2001). The development of this technology also raises the increasing demand on prime service (Smith, 2010). Work-life balance research is related to the development of this technology, discusses how changes in job demand have become more stringent and is followed by an increase in the proportion of time spent on work has affected the balance between work life and life outside of work. In addition to technological developments, Lewis (2001) stated that globalization also causes the emergence of work-life balance research because globalization raises demands from organizations for employees to be more productive and flexible towards technological changes, and to follow market changes. However, these studies produced mixed results, when viewed from the three determinants or factors influencing work-life balance, namely organizational factors and individual factors (Guest, 2002) and the socio-cultural (Shah, 2014). The diversity of the results of these studies will affect how work-life balance is interpreted. For this reason, it needs to be explained in more detail about the diversity of work-life balance research results from the three perspectives in organizations, in this case from the perspective of occupational type, socio-cultural, and individual factors.

The first perspective is work-life balance in terms of the organization associated with the type of work. Work-life balance is related to longer working hours or a lack of balance between the time spent on work and

family (Ruth-Eikhof et al., 2007). So, a lot of research is done about the nature of work that includes the type of work and working hours in the discussion of work-life balance (Lewis, Gambles, and Rapoport, 2007).

In terms of employment, the development of technology and globalization has led to various changes in the realm of employment caused by the depletion of work and family boundaries, re-engineering in business, demands due to rapid changes in the nature of work, characteristics of workforce and workplace, and weak union (Chandra, 2012). These changes, in addition to having a positive impact, also have a negative potential impact on work, such as longer working hours or a lack of balance between the time spent on work and family (Ruth-Eikhof et al., 2007). So, based on these reasons it is very important to do a study of the nature of work that includes the type of work and working hours in the discussion of work-life balance (Lewis et al., 2007).

Several studies on work-life balance related to the type of work and working hours have been carried out with different results. Medical staff who have high working hours and are difficult to predict (Shanafelt et al., 2015) and hotel employees with abnormal working hours - or based on shifts that change over time (Lin, Wong, and Ho, 2013), are examples two types of work with high time demands, causing difficulties for individuals in balancing their work life and family. Other examples of working time or hours are shown by the research of Rehman and Roomi (2012), which focuses on entrepreneurs/businessmen. Rehman and Roomi (2012) found that individuals with the type of work that allows them to determine their own working hours, are more able to maintain the balance of life and work. For this reason, Pakistani women prefer to become entrepreneurs so that they can still maintain work-life balance (Rehman and Roomi, 2012). A different research by Ylijoki (2013) focused on academics with long working hours. Academics have a unique job character because their work is not bound by office hours and academics would very likely continue to work to prepare lectures and research outside working hours, which causes the long hours for academics. This type of work has caused a high level of stress and disrupts the balance in the family life of academics (Ylijoki, 2013).

Although the previous studies showed a pattern of relations between working hours and stress levels and also a balance between family-work, it turns out that this pattern of relations cannot be said to be conclusive. Research conducted by Saltzstein, Ting, and Saltzstein (2001), for example, is focused on government employees who have normal working hours. This research shows that by implementing flexible working hours, the results do not significantly affect work-life balance (Saltzstein et al., 2001). That is, even though there is flexible time, employees still feel an imbalance between work and family.

### C. Generation Y and Work-Life Balance

Furthermore, research on work-life balance develops in accordance with generational shifts, from the relationship between work and family or from the theory of role conflict (Greenhaus and Beutell, 1985) it is explained that each generation has different values, so that this will create different individual perceptions on work-life balance. For example, generation X considers work-life balance as an individual need, which raises the need for a research on work-life balance related to the demands of a flexible work schedule, independence, interesting work, and career growth (Jorgensen, 2003). Unlike the previous generations, generation Y or millennials tend to have lower job satisfaction and commitment (Lyons and Kuron, 2014). So, this generation will assume there is a mistake in choosing jobs if they do not find work-life balance (Richardson, 2010). In addition, it was also found that generation Y has higher mobility without considering upward, downward, or lateral movement in status, salary, and responsibility (Culpin et al., 2015). This is supported by the fact that 50% of generation Y states that they will work in the company where they are currently working for no more than one year. Even 21% of Generation Y states that they have changed jobs for less than one year (www.Gallup.com, 2017). In Indonesia, the same thing happened as turnover increased by 30% and that was mostly from generation Y. Generation Y in Indonesia do not hesitate to leave the company they worked for even though they have only worked for one year (www.Tempo.co, 2017). This high turnover rate certainly creates financial and non-financial problems for companies, as even in America the high cost of turnover has reached \$ 30.5 million every year (www.Fortune.com, 2017). This has led to the emergence of various researches on turnover and characteristics of generation Y with the aim of helping organizations in making strategic decisions to manage their workforce.

Generation Y or the millennial generation has characteristics that prefer the challenges of new opportunities as even in this generation, work-life balance is a priority for college graduates (Jorgensen, 2003). However, from the accessible literature, there is still very limited work-life balance research related to generation Y born between 1982-2000 (Hart, 2006; Howe and Strauss, 2009; Wong and Ko, 2009). The number of millennial generations is about a quarter of the world population, and in the next few years it will dominate the labor market (C. Millar et al., 2014). So, it is very important to understand the characteristics of the Y generation in achieving organizational effectiveness.

In Indonesia, generation Y that has entered the workforce is 39% of the total workforce in Indonesia. Of this number, the largest proportion is the workforce aged between 30-34 years (BPS, 2016). So, it can be concluded that generation Y will dominate the labor market in Indonesia. It will be interesting to study

generation Y and its views on work-life balance because for organizations, especially for human resource practitioners, it is important to understand generation Y, so that they can develop Human Resource policies related to generation Y, such policies for employee recruitment, retaining, and motivation in the workplace (Twenge et al., 2010).

### III. RESEARCH METHODOLOGY

The purpose of this study is to answer how generation Y in Indonesia interprets work-life balance. To meet the objectives of the study, it is very necessary to explore the individual's views on work-life balance, including what is experienced and felt, also what is expected in relation to work-life balance. Therefore, the right research method is the qualitative research approach.

The research approach used is a multiple case study. In a multiple case study, data collection and analysis is carried out in several cases. In addition, using multiple case studies can produce studies that observe the similarities and differences in each case so that the effectiveness of a theory can be examined. That is, like a series of experiments, multiple cases can be an experiment for replication, comparison, and expansion of existing theories (Eisenhardt and Graebner, 2007).

The sampling technique used in this study was purposive sampling with the chain referral method. Purposive sampling is used because there are certain requirements for key informants, the generation Y, who work normal working hours or irregular working hours or those who can determine their own working hours, those with undergraduate education, and without restrictions on status or gender. Based on these requirements, the researcher determines the first key informant, then the chain referral method is used to select the next key informant based on key informant recommendations obtained through interviews until the data needed is considered sufficient (Cornwell and Schneider, 2017).

In this study, data collection was conducted in two ways, which are through in-depth Interview and Photo Elicitation Interview. In-depth interviews are used to explore more about the job characteristics of key informants, including job demands, family demands, work support, and family support. On the other hand, Photo Elicitation Interview is aimed to explore and understand deeper and encourage key informants to share their experiences, habits, and what they feel especially about their socio-cultural and individual characteristics and their life background (Clark-Ibanez, 2004). Therefore, this is expected to reveal more about the meaning of work-life balance.

Before the data is analyzed, the data obtained must maintain its validity and reliability. In this study, eight stages were used to maintain the validity and reliability of the data obtained, namely Member Checking Member



Check, Rich-Thick Description, Triangulation, Peer Debriefing, External Auditor, Prolonged Engagement, Negative Case Analysis and Clarifying Bias Researcher (Creswell and Creswell, 2017) The stages of data analysis in this research are recognizing and understanding the data owned, codifying and searching for appropriate categories, reviewing, defining, and interpreting themes (Braun and Clarke, 2006).

#### IV. FINDINGS

It will be explained in this section the results of the analysis that will be used to answer the research question, namely how generation Y interprets work-life balance. To answer this question, we will discuss the results of an analysis on the needs of generation Y against extrinsic compensation, intrinsic compensation needs, generation Y's dependence on family support, and the need for power in the job domain.

##### A. *The Need for Extrinsic Compensation for the Improvement of Quality of Life*

The results of this study indicate that generation Y in Indonesia pays great attention to compensation. This finding is supported by previous researches which stated that for Y generation, compensation is the main motivation for work. This is due to the nature of generation Y who pays great attention to compensation received (Deal and Levenson, 2016). Compensation in question are extrinsic compensation and intrinsic compensation. Extrinsic compensation is monetary and non-monetary rewards, for example, salaries, bonuses, and benefits. On the other hand, intrinsic compensation is compensation originating from the part of the work itself, for example the work environment which includes working hours flexibility and the flexibility of the workplace and the opportunity to develop themselves (Martocchio, 2011).

This study found that there are two extrinsic compensations sought after by generation Y in Indonesia, namely fixed salary and income that can improve the quality of life. Both compensations will balance the work and non-work domain. This finding is supported by previous researches stating that generation Y realizes that compensation is important and will affect work-life balance (Smith, 2010). Other studies that support this finding suggest that salaries are the main motivation for millennials in choosing careers to pursue. Generation Y has a high desire to achieve expectations and is eager to get compensation in return for contributions (Ng et al., 2010). Based on the results of previous studies, it can be concluded that according to the nature of generation Y towards extrinsic compensation, the balance between the domain of work and the domain of non-work for the Y generation is achieved if the need for extrinsic compensation can be fulfilled.

The nature of generation Y considers compensation is an important thing affecting the attitude of generation

Y in choosing a job, which means that for generation Y the decision on work selection is determined by compensation received (Deal and Levenson, 2016; Fok and Yeung, 2016). The same thing was found in this study, where extrinsic compensation in the form of salary is still a requirement of generation Y, even though the fixed salary value is small. Salary even remains as a consideration for generation Y in choosing jobs because generation Y requires certainty of income to meet their living standard. For example, generation Y prefers to work as an employee in a company or as a civil servant who has certain working hours with regular income.

Another finding in this study related to extrinsic compensation is that besides being able to fulfill the current standard of living needs, which are met by regular income, generation Y requires income that can provide quality of life. The meaning of quality of life in this context is a guarantee for the future, the opportunity to get good health and education. The interesting thing found in this study is that income needs that can meet the quality of life are felt since the beginning of work and not only for economically well-established Y generation. Income that can meet the quality of life referred to here is the income that can meet the need to socialize with the community in activities such as traveling and watching concerts or preferred shows. This opinion is also supported by the research of Ng et al. (2010), which states that from the side of the work domain, generation Y is a generation that is very concerned about their individual needs. One of these needs is the need for extrinsic compensation. This generation Y is very realistic on the expected compensation and is accompanied by its speed to develop itself. This is done in order to ensure satisfaction with the life of the non-work domain. This means that the need for extrinsic compensation obtained from the work domain is used by generation Y to satisfy the need for quality of life in the domain rather than at work. So, by meeting the need for extrinsic compensation, the work-life balance demanded by generation Y will be achieved.

##### B. *The Need for Intrinsic Compensation for Self Improvement*

According to Martocchio (2011), the need to develop oneself is one type of intrinsic compensation. In this study, it was found that generation Y really needs to be challenged at work. The challenge in question is one that can explore capabilities and demands, which will motivate them to develop further. The challenge is also in the form of an effort to obtain novel experience at work so that it becomes an interesting and engaging job. So, it appears that the needs of generation Y are actually to develop themselves continuously by looking for and learning new things. These needs are in accordance with the characteristics of generation Y which always try to continuously improve their knowledge (Kuron et al., 2015). With the fulfillment of the need for challenging jobs such as jobs that pushes generation Y to explore

their capabilities and to always try developing themselves, it will also increase satisfaction gained from the job domain. When someone gets satisfaction, this can be perceived that the person's life is balanced. (Haar et al., 2014).

The results of this study found that the role of superiors is seen as very important for generation Y. This is in accordance with the work values of generation Y, which is constantly trying to foster good relations with their superiors (Kuron et al., 2015). In this case, the boss is considered as an important factor in fostering comfort in work. Generation Y will greatly appreciate their superiors when given the opportunity to demonstrate their abilities. For example, the opportunity to give new ideas related to their work. In addition, this is interpreted by generation Y as an opportunity to develop their abilities. The need to develop himself will make Generation Y more deeply involved in his work and not to be concerned about the time spent working (Leonardo AN Dioko et al., 2016). When a job is deemed as no longer challenging, Generation Y will look for another job. However, this is only true in situations where they remain in control, or free of pressure from other parties or superiors. So, generation Y requires stimulation to develop themselves in order to be able to show their ability without feeling depressed by the stimulation. This is in accordance with previous studies which stated that generation Y needs to be stimulated but without experiencing any excessive pressure (C. C. Millar et al., 2014).

On the other hand, this study found that for generation Y, building relationships with friends or community is a necessity. Good relationships with coworkers or their communities are part of the Y generation of work values (Kuron et al., 2015). In agreement with this statement, the results of this study explained that the role of friends or community owned can help generation Y in developing their abilities. Through meetings with the community, generation Y can discuss the problems faced and thus complete their work. Therefore, friends or communities play a role in the self-development of generation Y.

#### *C. Dependency of Generation Y Towards the Family*

This study found that generation Y has the need to build relationships with families. Furthermore, it was found that dependence in Indonesia occurs not only on parents but also on families. This finding is unlike previous researches, which had found the dependence of generation Y on his parents. This dependence is felt by managers in the place where generation Y work, where the involvement of parents occurs to what their children do in the workplace. However, the dependence of generation Y on parents related to work is less in Asian countries (Deal and Levenson, 2016).

From the results of this study, it was found that family influences decisions made by generation Y in their lives, such as the decision to choose the type of

work. For generation Y, it is important to be able bring pride to the family by choosing work according to the wishes of the family. This can also be done, by selecting a job that will later bring pride to the family and the surrounding environment in the future. From the results of this study, it was also found that even though generation Y may have different balance perceptions with their families, Generation Y still tries to meet the demands of the family or culture. However, in fulfilling this demand, generation Y uses rational considerations. For example, when family and local culture require generation Y to choose certain jobs, Generation Y seeks to find other challenges to compensate for the family's choice of occupation that they do not favor. They might also try to find a solution for the conflict they experienced by compromising, which is how to resolve conflicts more cooperatively (Robbins and Judge, 2011). So, it can be concluded that the need for family and community acceptance is very important for generation Y, so that this generation tries to always find ways to balance the demands of the family and the surrounding community with their own wants.

On the other hand, from the results of the analysis in this research, Generation Y strives to meet the demands of the family due to family dependence. Besides partner support, family support is a determining factor for family life satisfaction for generation Y. Generation Y's perception of the concept of family in Indonesia found in this study is that the family consists of nuclear families and other families that affect their lives such as parents, parents-in-law, siblings, brothers of parents, brothers-in-law, and so on. Families outside the nuclear family are often involved in supporting the work domain, such as caring for and supervising children when left to work. In addition, it was also found that there was financial support from the family received by Generation Y when experiencing financial difficulties. It is common in Indonesia to live in the home of parents or in-laws after marriage (Heaton et al., 2001). This is considered as a form of family support. In the family concept found in this study, it is the obligation of the extended family to financially and non-financially help newly married couples. And in return, it becomes an obligation for each individual to make his extended family happy (Heaton et al., 2001; Suleeman, 1999). So, generation Y in Indonesia perceives that family is everything, as a group of people who have strong, trusted, and always ready to help when needed. That strong bond becomes the source of happiness for the Y generation, because family happiness is also their happiness (Suleeman, 1999).

#### *D. The Need for Power in the Work Domain*

This study found that generation Y in Indonesia needed power in the job domain. What is meant by the need for power found in this study is the power required to manage work and the power to control others.



Generation Y's need to have power in managing their work is indicated by the demands of generation Y to be able to determine their working hours. In addition to the demands for flexibility of working hours, Generation Y also want the flexibility of the place where they must do its work. The power to determine working hours and workplaces is also demanded by generation Y who choose to work during normal working hours. That is, in the normal working hours agreed upon, generation Y still demands the freedom to manage the working hours and where the work will be completed. In other words, this generation prefers to be given a time limit to complete their work accompanied by the authority to manage working hours and places to do. This is in accordance with previous researches which found that generation Y is the generation that is responsible for their work and has a high involvement at work (Deal and Levenson, 2016). A similar opinion was also expressed by Jorgensen (2003), which stated that generation Y has a strong work ethic and high responsibility in managing its work. This understanding causes generation Y to demand employers or organizations they work for to provide flexibility in determining work hours and workplaces.

Besides that, it was found that the need for this power is not only the need for flexibility in working hours and workplaces, but also the need to regulate other parties. This need is met by generation Y through choosing the type of work to be done, such as an entrepreneur, who has the freedom to control other people. However, it was also found in this study the need for power to dominate other parties in non-business fields. Generation Y is trying to play an active role in his work and demonstrate his abilities (Jorgensen, 2003). By showing their capabilities, generation Y will get an expert power that can be used to influence others. The power of this expertise is owned by someone because of the expertise or skills possessed. Often someone who has certain experience and expertise has the expert power in an organization even though the person is not a manager or leader (Robbins and Judge, 2011). By having the power of expertise, generation Y can have the power to choose jobs and determine careers according to their values. The results of this study are supported by previous researches, which stated that generation Y is basically the generation who wants to master and shape their lives according to their wishes (Deal and Levenson, 2016; Ng et al., 2010).

Based on the discussion above, this study has been able to answer the formulation of the problem that was built. Generation Y in Indonesia interprets work-life balance when the need for quality of life, need for self-development, need for family support, and the need for power in the domain of work can be fulfilled.

Furthermore, these four needs will be grouped based on the intrinsic motivation of generation Y, namely the motivation for someone to do something, which is caused by a factor of motivation that comes from within

themselves, because of the desire to achieve certain goals (Noe et al., 2015). Based on the opinion of Noe et al (2015), these four needs can be classified into two. The first is the need related to motivation in a person to develop creativity and mobilize energy to achieve achievement. The need for power in the domain of work and the need for self-development are included in this group (Robbins and Judge, 2011). The second group is the need that motivates someone to do something in an effort to fulfill their needs. The need for quality of life and the need for family support are included in the second group. Generation Y's need to obtain quality of life is fulfilled by trying to get extrinsic compensation through the work they choose. The need to get familial support occurs because generation Y are dependant on their parents and also their partners. The four needs are illustrated in the diagram as follows:

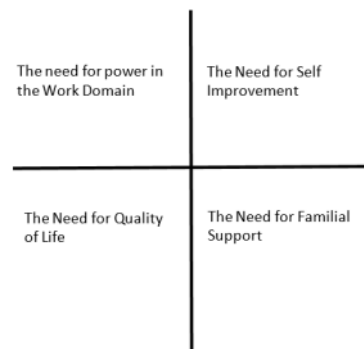


Fig. 1. The Needs of Generation Y in Work-Life Balance

From the diagram, it can be explained that there are four needs that must be met to get work-life balance, namely the need for quality of life, the need for self-development, the need for family support, and the need for power in the job domain. Based on the analysis of the results of this study, the propositions can be formulated as follows:

Proposition : For generation Y in Indonesia, work-life balance is achieved if the need for power in the domain of work, the need for self-development, the need for quality of life and the need for family support are fulfilled.

The four needs must be fulfilled as a whole. That is, if one of these needs is not met, work-life balance will not be achieved for Generation Y.

#### V. RESEARCH IMPLICATIONS

This research has the potential to contribute to the development of the work-life balance concept. The findings of this study prove that the work-life balance discussion not only uses role conflict theory but also needs to pay attention to the theory of needs. Research shows that generation Y has different needs than the



previous generations. This is in accordance with the values of work and the values of life that are owned by each generation. So, the work-life balance concept also needs to be discussed in terms of the theory of needs. The results of this study found that generation Y will get a balance between work life and life outside of work (work-life balance) when the need for power in the work domain, the need for self-development, the need for quality of life, and the overall need for family support are met.

Meanwhile, from a managerial perspective, this research will contribute to meet the needs of organizations in Indonesia in making human resource policies that can improve individual performance and organizational performance. One of the motivations for generation Y is work-life balance, so by knowing how generation Y defines work-life balance, the organization will be facilitated in managing generation Y, which will dominate the labor market. With the discovery that work-life balance for generation Y is the fulfillment of the need for power in the work domain, the need for self-development, the need for quality of life, and the need for family support, it facilitates organizations in making policies related to human resources. For example, policies regarding compensation design, self-development, and leadership styles that provide opportunities for generation Y to obtain the necessary power and policies to improve family relationship satisfaction.

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PAGE 1

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PAGE 2

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PAGE 3

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PAGE 4

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PAGE 5

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PAGE 6

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PAGE 7

---

PAGE 8

---

PAGE 9

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PAGE 10

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