

# Implementation of Flexible Work Arrangement Antecedent to Generation Z Work-Life Balance

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## ABSTRACT

This research examines the implementation of flexible work arrangements antecedent to Generation Z's work-life balance. The work flexibility desired by Generation Z workers with schedules, places, and communication, as well as a work environment that supports personal and professional life balance. FWAs are proven to improve employee satisfaction, performance, and employee welfare. However, the company faces challenges in the oversight and management of FWAs. This study explores effective strategies to achieve WLB for Generation Z and the obstacles in implementing FWA policies. This systematic literature review used the PRISMA method with inclusion and exclusion criteria, from which 19 Research Journals were obtained. The results found that implementing flexible working arrangements (FWA) for Generation Z to improve work-life balance requires supportive HRM policies, such as flexible scheduling and remote working, as well as appropriate training for leaders and employees. Effective strategies emphasize the role of leaders in reducing work conflict through flexibility policies. FWAs have a positive impact by providing greater control over working hours and supporting Generation Z's work-life balance. Challenges such as fairness, monitoring, and lack of implementation plans can be overcome with inclusive policies and clear monitoring strategies to maximize employee welfare and organizational productivity.

**Keywords:** Flexible Work Arrangement, Work-Life Balance, Generation Z

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## INTRODUCTION

Based on a survey according to Prayoga & Lajira, in Mahardika et al., (2022) 45% of workers in the Generation Z group prefer work flexibility and the preference for not wanting to work in an office is 69%. Generation Z prefers a flexible working system with teamwork. Their expectations of the working world are slightly different from other generations, mainly because they emphasize the importance of work flexibility which is directly related to work-life balance (Mahardika et al., 2022).

Flexible working allows employees to have freedom and control over their schedule and place of work (Nurlaeni & Winarno, 2023). Rhaditsty et al., (2023) flexible working arrangements have various forms such as schedule, flexible time, flexible working space, and flexible communication. According to Rhaditsty et al., (2023) through a systematic literature review used in this study, it was found that the impact of implementing flexible work arrangements can improve performance, job

satisfaction, and life balance, thereby overall improving quality of life such as health, and welfare. The research also found that increasing flexible work arrangements can reduce work environment conflict so that employees focus more on their work only and do not bring work life into their personal lives.

According to Mahardika et al., (2022) employees from generation Z prefer flexibility in their work, in terms of hours, time, patterns, or workplace. Therefore, a working system is needed in the company that supports work-life balance where time, involvement, and satisfaction between the two must be balanced without reducing the performance and employee work quality.

According to Indradewa & Prasetyo, (2023) Work-life balance is an individual concern that can take advantage of the work demands balanced with outside work activities. Work-life balance is a condition determined by the employee himself which may differ between employees and is not easy to practice without support from the company. Although work-life balance has received widespread attention, many companies still do not apply the right approach to improve employee work-life balance and many companies are still only concerned with work results (Rehman, 2020).

Whereas employees and companies need to maintain a balance between work and personal life. With the development of technology and changes in work culture, Flexible working arrangements such as remote work and job sharing are increasingly popular specifically for Z's generation as a way to improve work-life balance. Saxena, (2018) through a concept study found that flexible work arrangements are increasingly becoming the preferred way to achieve work-life balance in most Western countries. In fact according to Sharma & Gaur, (2023) a recent report from the Society for Human Resource Management (SHRM) found that in 2021 around 69% of companies provided some form of flexible work arrangements to their employees, the percentage increased because in 2018 only 52% of companies implemented flexible work arrangements.

Research conducted by Silminawati & Rachmawati, (2022) stated that flexible work arrangements affect the balance between work and personal life. Increased work flexibility provided by the company can contribute quite well to improving work-life balance. Employees can balance their personal and social lives with their work.

Rhaditstyia et al., (2023) found that flexible working arrangements are proven to improve employee welfare through employee work-life balance, but even though flexible working arrangements have good benefits for employee welfare, companies still have difficulties in implementing flexible policies, especially in supervising employee workers. This shows the need for more mature implementation in terms of management and supervision from the company in integrating work flexibility to improve employee work-life balance.

Generation Z flexible work arrangements can improve mental well-being because this generation is more aware of the importance of mental health. This allows them to arrange a more flexible work schedule, and reduce stress and pressure that usually occurs due to rigid demands on time and workplace, although some companies still have difficulty in implementing flexible work arrangements, especially in supervising work, companies need to think about how to keep flexible work arrangements to improve the work-life balance of their employees without affecting the quantity and quality of their employees' work. (Rhaditstyia et al., 2023)

Flexible Working Arrangement (FWA) and Work-Life Balance (WLB) are becoming increasingly important due to shifting values in the world of work. Generation Z tends to prioritize flexibility at work, prioritizing a good work-life balance. Workers demand a work environment that supports this balance, where FWA is one of the main solutions. However, the challenge is how to effectively integrate FWAs in a work culture that encourages physical presence in the office, while still meeting the younger generation's needs and expectations for flexibility and balance in their careers. (Mahardika et al., 2022)

Thus, the purpose of this research is to find out the implementation of Flexible Working Arrangements (FWA) in Generation Z in the context of improving employees' Work-Life Balance (WLB). In addition, the research aims to understand how the implementation of a Flexible Working Arrangement (FWA) can be an effective solution to achieve Generation Z's Work-Life Balance, as well as consider the challenges and difficulties that may be faced by companies in implementing the Flexible Working Arrangement (FWA) policy.

This literature review will focus on the following research questions:

RQ1. How is the implementation of Flexible Working Arrangements for Generation Z in the context of improving Work-Life Balance?

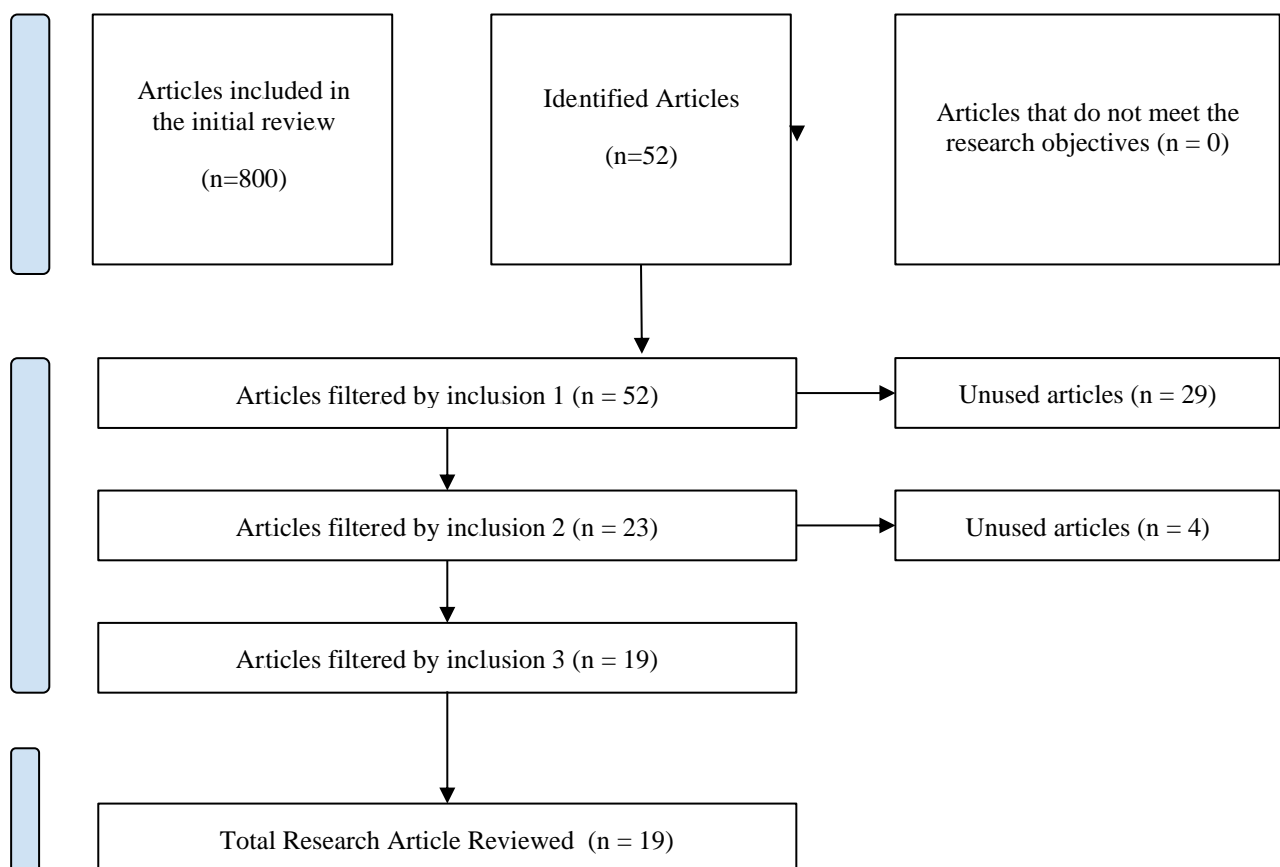
RQ2. What are the implementation strategies of Flexible Working Arrangements that can be an effective solution to achieve Generation Z's Work-Life Balance?

RQ3. What is the impact of the implementation of flexible working arrangements on Generation Z's work-life balance?

RQ4. What are the obstacles that may be faced by companies in implementing the Flexible Working Arrangement policy?

## METHOD

This systematic literature review uses the PRISMA method adopted from Paige iMJ, McKeinzie JiE, Bossuiyt PiM, Boutrion I, Hofifmann TCi, Mulriow CiD, and others in research conducted by Ismail & Michael, (2023).



**Figure 1.** Search process Literature

The databases used in the process of finding relevant publications related to the subject of this research are Scopus, Google Scholar, SpringerOpen, and Sinta. These authors were selected based on

their quality presentation on flexible work arrangements, work-life balance, generation Z, and relevant empirical research.

The literature review process consists of three stages, namely: 1) Identification; 2) Screening; and 3) Determination. In the initial stage, the researcher conducted a literature search through a database that resulted in 1200 articles. It is important to formulate research questions clearly fulfilled the research objectives. The articles were checked based on the inclusion and exclusion criteria set out in the study. The inclusion and exclusion criteria that had been validated by a group of experts were as follows.

**Table 1.** Inclusion and exclusion criteria

No	Inclusion Criteria	Exclusion Criteria
1.	Research articles published in the range of 2018-2024	Unpublished research articles in the range of 2018-2024
2.	Research articles discuss the focus of research related to flexible work arrangements, work-life balance, generation z	Research articles do not discuss the focus of research related to flexible work arrangements, work-life balance, or Generation Z.
3.	Research articles are published in national and international journals or have been presented at national and international conferences	Research articles are not published by national and international journals or have been presented at national and international conferences.

At the screening stage, the activity carried out was to read the entire content of the article to filter and eliminate discussions that were not by the research objectives. From the results of the records by the inclusion criteria 1, 52 articles were obtained. Based on inclusion criteria 2, 23 articles were obtained. Based on inclusion criteria 3, there were 19 articles. The researcher identified the content of the articles based on the five focused research questions. The identification activity used several keywords, including: "flexible work arrangement", "work-life balance", and "generation z". At the determination stage, the articles to be reviewed were determined. Articles that were not relevant to the research objectives were excluded to ensure consistent focus and reduce bias. A total of 19 articles were selected and reviewed for this study.

## RESULTS

The purpose of this systematic review is to provide an understanding of the implementation, strategies, impacts and challenges or difficulties on the implementation of flexible working arrangements and work-life balance in Generation Z by research. In this section, the authors analyze the selected articles to provide answers to the research questions. We mapped the review results based on title, source, publisher and research outcome. The results of the systematic literature review of the 19 research articles are as follows.

**Table 2.** Research Articles

Title	Publishing	Result
Flexible Work Arrangement, Work Life Balance and Communication: A Systematic Literature Review (Rhaditsty et al., 2023)	RJOAS: Russian Journal of Agricultural and Socio-Economic Sciences	Flexible work arrangements can help to reduce the distance between work and personal life and thus improve employee welfare. In addition, research shows that FWAs can improve job satisfaction and

Title	Publishing	Result
		performance by enhancing work-life balance, health, and welfare.
Achieiving Woirk Liife Balaince through Flexiible Worik Scihedule: a Conceiptual Study (Saxena, 2018)	Asian Journal of Management 9 (1): January-March, 2018	The results of the stuidy state thiat the importance of achieving woirk-life bailance is the most important, therefore, organizations are encouraged to take necessary measures in providing employees with opportunities to balance their personal and work lives. Therefore, flexible work arrangements and schedules help employees work-life balance.
The Impact of Flexible Work Arrangements on Work-Life Balance (Sharma & Gaur, 2023)	International Journal for Multidisciplinary Research (IJFMR) Volume 5, Issue 3, May-June 2023	FWAs haive the poteintial to havie a poisitive impiact on woirk-life bialance, they need to be implemented thoughtfully and straitegically maniner to ensure that they are effective for both employiyees and empiloyers.
Flexibile woirk arraangements for woirk-liife bailance: a crioss-natioinal poliicy evaluation froim a capaibilities peirspective (Brega & Briones, 2023)	Interniational Jiournal of Socioloigy and Soicial Poilicy Vol. 43 No. 13/14, 2023	The results suggest that in Spain and Slovenia, access to FWAs is dependent on employees' care responsibilities, which reduces accessibility and reinforces the gender imbalance in care provision. In contrast, the Netherlands provides FWAs universally, resulting in greater availability and accessibility of FWAs for employees, regardless of their care responsibilities. Despite the universal provision, gender imbalances still occur
Thie Influience of Filexible Working Arrangiements on Wiork Liife Bailance, aind Employee Peirformance wiith Job Satisfiaction as Mediaitor (Casie Stuidy at the Miniistry of Enivironment and Foreistry) (Silminawati & Rachmawati, 2022)	LITERATUS International Socio-Cultural Scientific Journal Vol. 4, No. 1, April 2022	Research shows that employee performance, job satisfaction and flexible work arrangements are highly influential on each other. In addition, job satisfaction strongly influences a worker's work-life balance and performance.
Relationship Between Flexible Working Arrangements and Job Satisfaction Mediated by Work-Life Balance: Evidence From Public Sector Universities' Employees of Pakistan (Rehman, 2020)	International Journal of Human Resource Studies, 2020, Vol. 10, No. 1	The results stated that flexiible arrangements are signiificantly correlaited with woirk-life balaince. In addition, work-life balance also mediates the relationship between flexible arrangements and job satisfaction.
Work-Life Balance in Great Companies and Pending Issues for Engaging New Generations at Work (Hernández et al., 2019)	International Journal of Environmental Research and Public Health, 16, 5122	The results state that thie beist companies still reiport low leveils of woirk-life balaince infirmation.

Title	Publishing	Result
Doeis Work-iLife Balance Have an Impact on Wellbeing (Case Study on Gen X, Y and Z in Depok City) (Susilowati et al., 2024)	Tuijin Jishu/Journal of Propulsion Technology Vol. 45 No. 1 (2024)	Overall, respondents stated that time to relax, enjoy, and calm down with flexible work arrangements is their top priority at the moment. This is the reason why they choose flexible work or fall into the work-life balance category. In terms of welfare, respondents believe that having a balanced work-life balance will increase the amount of money they save.
The Implementation of Flexible Work Arrangements (FWAs) and Its Impact for Work-Life Balance of Women's Workforce (Awang & Nadzri, 2023)	The 10 <sup>th</sup> International Islamic Economic System Conference, 2023	The implementation of FWAs in certain workplaces in both the public and private sectors has been positively received by employers and employees but there is a lack of evidence to support that their implementation is truly motivated by WLB ideology.
Implemenitation of Fliexible Woirk Arrangeiments for Sustainable Developmient (Čiarnienė et al., 2018)	European Journal of Sustainable Development (2018), 7, 4, 11-21	Research reveals that FiWAs when implemented with carie and goiod preparation, hiave a positive influence on sustainability at multiiple levels of absitraction: the individual level, the comipany level, and the coimmunity level. The beinefits of flexiible working practices emierge througih three interconncted domiains: economic, environmeintal, and social.
The Impiact of Flexiible Workiing Arranigements on Job Perfoirmane Thriough Woirk-Lifie Balaince of Studeints Woirking on Soicial Mediiaian Surabiaya (Ernanda & Fazlurrahman, 2023)	Internatiional Jouirnal of Economiics,Maniagement, Busineiss and Siocial Sciience (IJEMBiS) Peeir-Revieiwed-Internatiional Jourinal Volume 3, Issue3, September 2023	This study shows that flexible work arrangements have a positive and significant influence on employee performance. In addition, work-life balance also has a piositive and significant influence on employee performance. However, work-life balance cannot serve as a mediator between flexible work arrangements and employee performance.
Investigaiting the Influience of Flexibile Woirk Arrangemenits on Wiork-Lifie Bialance in Souith Asiiian Giig Workiers: Doeis Ryffi's Six-Factor modiel of Psychological Weill-being Modierates? (Shahzadi et al., 2022)	IRASD Journal of Managiement, 4(2), 316-329	Studies show that the flexibility of work arrangements directly and significantly affects work-life balance.
The influence of flexible working arrangements and work-life balance on job satisfaction: A double-layered moderated mediation model (Indradewa & Prasetyo, 2023)	Jurnal Ekonomi dan Bisnis, Volume 26 No. 2 Oktober 2023, 449 - 476	Studies show that job satisfaction and work-life balance increase with more flexible working arrangements.

Title	Publishing	Result
Work-life balance pada karyawan generasi Z (Mahardika et al., 2022)	Collabryk Jurnal for Scientific Studies, 1, 1-16	Generation Z employees have variations in maintaining their life balance. The personal life interference with the work aspect contributes the most at 43.9 percent, followed by the personal life interference with the work aspect at 36.8 percent.
Pengaruh Flexible Working dan Disiplin Kerja Terhadap Work Life Balance Pada Kaum Milenia (Nurlaeni & Winarno, 2023)	Jurnal Ekonomi dan Bisnis 45 Volume 2 No 1 Tahun 2023	Maintaining a work-life balance can be helped by workplace flexibility and work discipline.
Eksplorasi Trend Flexible Working Arrangement Dan Penggunaan Teknologi di Kalangan Generasi Z (Meilani et al., 2024)	Prosiding SEMANIS : Seminar Nasional Manajemen Bisnis Volume 2, Nomor 1 Tahun 2024	This study provides results on the Trend of Flexible Working Arrangement and the use of technology have a positive influence. This is due to several factors, namely comfort, effectiveness, and ease of discipline in carrying out tasks to achieve flexible targets.
Increasing Productivity of Gen Z Employees: The Role of Flexible Work Arrangements and Participative Style (Febriana & Mujib, 2024)	SA Journal of Human Resource Management	Generation Z prefers a way of working that is flexible but still supportive Achieving productivity.
Kendaila-Kendala dialam Peneirapan Filexible Workinig Arraignment di Perusahaan Pengiembangan Peraingkat Luinak dan Penangguilangan (Susanto et al., 2023)	Juurnal Informatika Eikonomi Bisniis – Vol. 5, No. 2 (2023)	The barriers to implementing a flexible working system can be summarised as follows: ensuring high quality of the final product, maintaining good coordination and communication within the team, ensuring smooth work processes, motivating employees even without direct supervision, ensuring employee tasks are completed quickly, maintaining employee responsiveness when needed, as well as providing time flexibility to employees to complete their tasks as they choose.
Systematic Review of Flexible Work Arrangements Impact on Employee Performance (Ismail & Michael, 2023)	International Journal Of Academic Research In Business And Social Sciences Vol. 1 3 , No. 11, 2023	The SLR revealed no specific studies on the impact of flexible work arrangements on employee performance in Malaysia. However, a review of international studies showed that the impact of flexible working arrangements on employee performance varies depending on the context and can have both positive and negative outcomes.

## DISCUSSION

### The Implementation of Flexible Working Arrangement to Generation Z In The Context of Work-Life Balance Improvement

According to Sharma & Gaur, (2023), Human Resource Management policies and practices play an important role in supporting the implementation and effectiveness of flexible working arrangements. For example, Human Resource Management policies such as flexible scheduling and remote working policies can help encourage the use of flexible working arrangements. Training

programs for leaders and employees can also help ensure that flexible working arrangements are implemented effectively and efficiently. In addition, human resource management-related practices such as performance management and career development can help ensure that employees using flexible work arrangements are not disadvantaged in terms of career advancement and promotion opportunities.

In utilizing Flexible Working Arrangements, companies must be prepared to shift to a more flexible work environment and practices. The following key steps are important when implementing flexible working arrangements in companies, among others: (Čiarnienė et al., 2018)

- a. Learn the positives and negatives of implementing a flexible work program in your company, including the impact on clients, benefits to employees, and the organization.
- b. Identify areas and options within the organization that could be a good place for the new program, such as marketing, sales and PR departments.
- c. Establish basic guidelines for the flexible working program, including written policies and procedures for implementing it and monitoring its implementation.
- d. Keep all parties involved fully informed about the changes to flexible working practices.
- e. Pilot the program to get feedback and find areas for improvement.
- f. Adjust the program after the trial if necessary.
- g. Conduct monitoring to assess the effectiveness of flexible working practices in ensuring customer needs, employee expectations and company objectives are met.
- h. Apply the work flexibility program to more parts of the company after successful testing.

Flexible Working Arrangements when implemented, checked and prepared, effectively serve three purposes that contribute to the needs at the micro and macro levels, when meeting individual needs, company goals, and providing benefits to society as a whole (Čiarnienė et al., 2018). What these three goals mean is that flexible work arrangements fulfilled individual needs, such as work-life balance, flexibility, and autonomy. Another goal is to take care of company goals, such as increasing productivity, reducing replacement rates, and increasing employee awareness. Finally, flexible work arrangements can contribute to the overall well-being of society by promoting work-life balance, reducing traffic congestion, and increasing environmental awareness.

Based on the above findings, the implementation of flexible working arrangements is very important to improve work-life balance, especially for Generation Z who tend to prioritize flexibility and work-life balance. The findings presented by Sharma & Gaur, (2023) and Čiarnienė et al., (2018) provide valuable guidance for companies looking to implement flexible working arrangement policies successfully, considering the impact on employees, organizations and customers.

Improving work-life balance is the most important. Therefore, companies are encouraged to take necessary measures to provide employees with opportunities to balance their home and work lives. Therefore, flexible work rules and schedules help employees balance personal and work life. (Saxena, 2018)

Some companies may not have fully implemented conditions suitable for Generation Z but have realized the importance of flexibility at work. Some companies may still be in the adjustment or research phase to understand how best to integrate flexible working arrangements into the organizational culture. Companies may have already begun efforts to collect data on employee preferences and needs, as well as evaluate the technological infrastructure needed to support remote working. However, the next step is to implement concrete policies and provide the necessary resources to effectively support flexible working arrangements, while keeping organizational goals in mind. (Meilani et al., 2024)

The right strategy in implementing flexible working arrangements to achieve work-life balance is to emphasize the role of leaders in reducing work-life conflicts as it can increase the



flexibility of working hours. Generation Z needs flexibility at work, such as the opportunity to work from home or more working hours. If they don't get this flexibility, they may feel disengaged at work. Generation Z tends to like freedom, setting their own goals and aspirations at work, looking for ways to be themselves to find happiness, and this makes Generation Z adaptive and efficient at work. Generation Z wants flexibility in terms of time, place and how they work. They want companies that provide flexibility in working hours, which they consider important to find work-life balance. They claim that working from home can increase productivity and allow more time to spend with family. (Febriana & Mujib, 2024)

The same thing was also revealed by Meilani et al., (2024) that the implementation of flexible working arrangements has a positive effect on Generation Z. Flexibility of workplace and time as the ability of Generation Z to change, when, and how much time is spent doing a job. They have several ways to implement flexible work plans. Flexible company work arrangements will be effective for Generation Z, making Generation Z feel comfortable, efficient and happy at work. Generation Z tends to have individualistic characteristics which is why it is one of the reasons Gen Z is fond of this job besides the flexible working hours. Flexible working hours allow people to better organize their daily lives and reduce conflicts between work, family and activities. Generation Z can choose the start and end time of their work, which will make them more satisfied with their work and some Generation Z who are still students have more free time outside of college hours.

As Sharma & Gaur, (2023) explain in the context of Generation Z, the implementation of flexible working arrangements is crucial in achieving the desired work-life balance, utilizing supportive human resource management policies and practices, such as flexible task scheduling and remote working policies. Findings from various studies confirm that understanding this generation's need for flexibility in the time and place of work is key to ensuring satisfaction, efficiency and balance between their personal and professional lives.

### **The Implementation of Flexible Working Arrangement Strategy that can be an Effective Solution to Achieve Generation Z Work-Life Balance**

According to Brega & Briones, (2023) flexible working arrangements, such as remote working or schedule adjustments, can be a useful tool for employees in achieving work-life balance. However, it is important to remember that work flexibility policies are not always available or accessible to everyone. This depends on factors such as company policies and existing social structures. Therefore, policies at the national level consider various needs of employees and ensure work flexibility is equitably accessible to everyone, not just those with access or expertise.

With prioritized efforts, workers can work fewer hours. According to Rehman, (2020) achieving a high work-life balance becomes easier for employees, if leaders support work-life initiatives. Work flexibility not only gives employees the autonomy to organize their schedules but also provides a sense of company pride that keeps employees committed and more engaged.

Thus, productivity increases as they feel a higher level of satisfaction with maintaining their work-life balance. Organizations should train and educate their personnel and line managers, and create systems and policies that support flexible working arrangements. Rhaditstyia et al., (2023) stated that the strategy for successful implementation of flexible working arrangement policies is that companies must train and educate their personnel and line managers, and create systems and policies that support flexible work arrangements. In addition, companies must incorporate cultural intelligence into their training plans, HRD practitioners must educate leaders about better feedback and communication, and people must distinguish between time and space when working from home so that the policy runs effectively can improve their work-life balance,

Awang & Nadzri, (2023) stated that flexible working arrangements are applied professionally and effectively in the public and private sectors for work-life balance. Clear guidelines must be made regarding the implementation of flexible working arrangements by companies. This should be based on local culture and norms. Clear guidelines also mean there will be certainty for all parties regarding how flexible working arrangement requests will be handled, and the Flexible Working Policy can be complemented by internal guidance documents for HR/management.

Findings from Brega & Briones, (2023) highlight the importance of work flexibility in achieving work-life balance. This is consistent with the preferences of Generation Z who tend to seek flexible work environments and are orientated towards work-life balance. The strategies emphasized by Rehman, (2020) on the role of leaders in reducing work-life conflict are also relevant in the context of Generation Z, who are concerned with support from leaders for work-life initiatives.

In addition, an emphasis on training and education for personnel and managers in managing work flexibility, as suggested by Rhaditsty et al., (2023), is a step that suits the needs of Generation Z. This generation tends to seek a work environment supported by policies and systems that allow them to work flexibly according to their preferences. This generation tends to seek a work environment supported by policies and systems that allow them to work flexibly according to their preferences.

According to Meilani et al., (2024), the ideal implementation for Generation Z in flexible working arrangements includes the use of advanced technology for remote collaboration, emphasis on healthy work-life balance, and flexibility in working hours. To restore the culture of flexible working arrangements in the workplace, it is necessary to emphasize that the office is not only a workplace, but also for collaboration, communication, innovation, and strengthening team bonds. This can be achieved through social activities, redesigning workspaces to increase interaction, and introducing policies that allow employees to choose between working in the office or remotely according to their needs.

By integrating these findings, companies can adopt the Flexible Working Arrangement (FWA) implementation strategies in Rhaditsty et al., (2023) findings by taking into account Generation Z's preferences and needs. This could include training for managers on how to provide effective support for flexibly working employees, development of policies that support FWAs, emphasis on clear communication, and feedback between employees and leaders to ensure that work-life balance needs are optimally met. Thus, the implementation of FWA can be an effective solution to achieve work-life balance for Generation Z.

### **The Impact of Flexible Working Arrangement and Work-Life Balance on Generation Z**

In research Ernanda & Fazlurrahman, (2023) the test results show that flexible working arrangements have a positive and significant effect on Work-Life Balance. Flexible Working Arrangement affects Work-Life Balance because it makes employees focus on various roles, including students who are also employees. Flexible Working Arrangements implemented by the company correctly will result in a work-life balance for students who also work. The better the flexible working arrangement implemented by the company, the higher the level of work-life balance between students and employees.

The new generation of employees demands Work-Life Balance measures that enable them to successfully perform their jobs. The results of this study reinforce the importance of Work-Life Balance for younger generations, showing that Work-Life Balance programs are an important motivator for new generations (M and Z) at work. This is important for all organizations as well as for companies because this research has measured the strength of the new generations in these companies and shows that the presence of M and Z generations is now approaching half the number of employees. (Hernández et al., 2019)

Silminawati & Rachmawati, (2022) in their research stated that increasing work flexibility provided by companies and organizations can contribute quite well to work-life balance. This is by the findings in this study, where employees can balance their personal lives with their work, because of the work flexibility that is applied. Employees who work flexibly tend to work harder and longer than full-time shift employees, which has a positive impact on productivity and performance.

Research conducted by Shahzadi et al., (2022) and Indradewa & Prasetyo, (2023) states that flexible work arrangements have a direct and significant influence on work-life balance. The same thing was also revealed by Nurlaeni & Winarno, (2023) that flexibility can have a positive impact on maintaining a balance between work and personal life.

According to Mahardika et al., (2022) Generation Z employees have different work-life balances. Factors that influence work-life balance such as gender, place of residence, working hours, activities outside of working hours, and income tend to have a lower correlation. Meanwhile, the factors that influence the greatest work-life balance are Personal Life Interference with Work (43.9%) and Work Interference with Personal Life (36.8%).

Employees who have more control over working hours and workload report higher levels of work-life balance, as do those who have access to work and workload (Sharma & Gaur, 2023). Technology that supports remote work. This study also found that there is a positive relationship between flexible work arrangements and work-life balance. In addition, the relationship had a greater influence on employees who travelled long distances and employees who had responsibilities such as children or caring for sick family members.

Ernanda & Fazlurrahman (2023) and Silminawati & Rachmawati, (2022) found that the implementation of flexible work arrangements has a positive impact on work-life balance. This is particularly relevant in the context of Generation Z who tend to prioritise work-life balance and require flexibility in the employee's work environment.

In addition, work flexibility also allows employees, including Generation Z, to have more control over their working hours and workload. They can organize their working time according to their personal and professional needs, which in turn improves their work-life balance. The findings of Sharma & Gaur, (2023) also highlight the importance of technology in supporting FWA, especially in the context of remote working. Generation Z familiar with technology, may be better able to utilize technology to work flexibly and efficiently from different locations.

In addition, according to research conducted by Susilowati et al., (2024) overall, the research respondents stated that time to relax, enjoy, and soothe themselves with flexible work arrangements was the top priority at this time. This reason makes them choose flexible work or fall into the work-life balance category. In terms of welfare, respondents argue that a balanced work arrangement with daily life will increase the money they save.

The implementation of flexible working arrangements in companies tends to have a positive impact on work-life balance for Generation Z workers. Ernanda and Ernanda & Fazlurrahman, (2023) shows that flexible working arrangements allow Generation Z to organize their working time according to personal and professional needs, improving work-life balance. In addition, flexible working arrangements also allow them to have more control over their working hours and workload, which can improve welfare and productivity. Technology support in flexible working arrangements is also considered important, especially in the context of remote working, where Generation Z tends to be more adept at utilizing technology to work flexibly and efficiently (Sharma & Gaur, 2023). Therefore, overall, flexible working arrangements implemented in companies with many Generation Z workers will have a positive impact on work-life balance.

While Flexible Working Arrangement (FWA) implementation is likely to have a positive impact on Generation Z's Work-Life Balance, there are some potential negative impacts to consider.

One of them is the risk of blurring the boundaries between work time and personal time. When employees have flexibility in determining their working time, they may tend to work longer hours or bring work home, disrupting the boundaries between professional and personal life (Febriana & Mujib, 2024). In addition, Rhaditstya et al. (2023) found the negative effects of remote working are difficulties in communicating between employees or superiors, leading to misunderstandings and a lack of feelings of bonding between employees.

### **Companies Obstacles May Face in Implementing Flexible Working Arrangement Policies**

Flexible working arrangements can help support welfare through work-life balance and employee productivity by giving employees greater control over their working hours and workload. This can increase job satisfaction and reduce work-family conflict, which in turn can increase employee retention and productivity. However, study Sharma & Gaur, (2023) highlights the need for organizations to address potential challenges and limitations associated with flexible working arrangements, such as concerns regarding fairness and equity, and the importance of effective communication and collaboration among team members.

In addition, Rhaditstya et al., (2023) found several obstacles in implementing work flexibility policies, including not being able to distinguish between employees' desires or habits in using technology outside of working hours, not being able to supervise employees who have irregular work schedules, not considering the adverse effects of policy implementation, and not using a sustainable policy implementation plan to determine the cause-and-effect relationship between psychological well-being and work-life balance.

Susanto et al., (2023) discussed the obstacles to implementing flexible working systems in software development companies. They found that companies still face challenges in terms of ensuring high-quality product output, maintaining effective coordination and communication within the team, maintaining smooth work processes, maintaining employee motivation without direct supervision, ensuring employees complete tasks quickly, maintaining employee responsiveness when needed, and giving employees the confidence to perform their tasks with time flexibility of their choice.

Based on the above findings, the implementation of flexible working arrangement policies brings great potential benefits to employees and companies in achieving work-life balance. However, Sharma & Gaur, (2023) found challenges such as concerns over fairness and equality, difficulties in monitoring employees with irregular work schedules, and lack of a sustainable implementation plan can hinder the successful implementation of flexible working arrangements. Companies need to pay attention to and address these challenges by establishing fair and inclusive policies and having a clear strategy for ongoing monitoring and evaluation of the success of flexible working arrangement policies. By doing so, companies can maximize the potential of flexible working arrangements to improve employee well-being and overall organizational productivity.

### **CONCLUSION**

Based on the description above, it can be concluded that the implementation of flexible working arrangements for Generation Z in the context of improving work-life balance needs to adopt supportive Human Resource Management (HRM) policies and practices, such as flexible scheduling and remote work policies while ensuring that leaders and employees are given appropriate training. Companies must also deeply understand this generation's needs and preferences regarding flexibility in time and place of work, and provide the necessary technology infrastructure to support remote working. Effective strategies for implementing flexible working arrangements emphasize the important role of leaders in reducing work-life conflict. Training, education, and policies that support work flexibility are key factors in ensuring the success of flexible working arrangements for

Generation Z. FWAs have a positive impact on work-life balance, especially for Generation Z. Greater control over working hours and the use of technology supports employees in achieving this balance, according to Generation Z's preferences and needs. While FWAs have great potential benefits, challenges such as concerns over fairness, difficulties in monitoring, and lack of a sustainable implementation plan can hinder their successful implementation. Companies need to address these challenges by establishing inclusive policies and having a clear monitoring strategy. By doing so, companies can maximize the potential of FWAs to improve employee well-being and overall organizational productivity.

### Recommendations

Based on the findings, the implementation of this flexible working system can balance the work life and personal life of employees and then it will directly increase the work productivity of employees because they have the flexibility to carry out tasks without time and place restrictions. However, although flexible working arrangements on work-life balance in Generation Z have received widespread attention, many organizations still lack the resources and application of appropriate strategies in implementing flexible working arrangements appropriately with the aim of company productivity and achieving employee work-life balance. It is expected that companies can implement a Flexible Working Arrangement system, where each employee is given the freedom to organize and plan their work according to their respective responsibilities. Companies that will implement Flexible Working Arrangement need to provide training in time management and education to employees on the use of technology that supports Flexible Working Arrangement such as Google Meet, Zoom, Skype, and other technologies. Generation Z also needs to maintain their trust and productivity when the flexible working arrangement system is implemented by the company. In addition, researchers found limitations in this study, that is, articles related to flexible working arrangements variables with work-life balance in Generation Z are still rarely carried out so further research is expected to be more in-depth. This research also covers the entire company sector, so the results provide an overview of the effect of flexible working arrangements on work-life balance in various industries. So it is hoped that future research can narrow the focus on certain sectors so that the analysis can be more in-depth and relevant to the variables of flexible working arrangements with work-life balance in Generation Z.

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