

WORK-LIFE BALANCE AND ITS IMPACT ON GENERATION Z'S MOTIVATION TO PURSUE EMPLOYMENT – PART II

Agnieszka BARCIK^{1*}, Piotr DZIWIŃSKI²

¹ University of Bielsko-Biala, Faculty of Management and Transport; abarcik@ubb.edu.pl,
ORCID: 0000-0003-0865-2161

² University of Bielsko-Biala, Faculty of Management and Transport; pdziwinski@ubb.edu.pl,
ORCID: 0000-0003-4061-7761

* Correspondence author

Purpose: Determining and discussing various aspects for employment motivation among younger generation.

Design/methodology/approach: The research method used in the paper is mainly a standardized survey conducted on the basis of a questionnaire containing closed and open questions carried out among representatives of the examined generation. The research process was also accompanied by analysis of source documentation.

Findings: Research results verify research hypotheses formulated on basis of the paper's objectives, enabling general conclusions.

Research implications: Future research directions should focus on further, expanded research exploration in the area, taking into account a larger number of respondents.

Practical implications: The results of the research discussed in the paper have a number of practical implications mainly for the management staff and employers in terms of human resources management and employment policy.

Social implications: Building awareness of generational change in the process of managing employment policy.

Originality/value: The paper has cognitive value for the development of knowledge, science and quality in terms of employment policy.

Keywords: human resources management, employment policy, generational change, workforce planning, labour market trends.

Category of the paper: research paper.

1. Introduction

Based on the characteristics of Generation Z presented in part I of this paper, its advantages and disadvantages, general approach to the world and after analyzing alternatives to the traditional way of earning money, the question arises: How does Generation Z perceive full-

time work? Is he/she motivated and willing to take up traditional professional activity? Or maybe they want to find an alternative way of earning money that will give them independence and no need to work for someone? And what real opportunities and challenges do Generation Z bring to employers?

In order to answer the above questions, the thesis was put forward that the young generation perceives full-time work in a completely different way than earlier generations, however, it does not deny it in its entirety and to a large extent they are inclined to work in regular way rather than to alternative forms of earnings. This response also included the following hypotheses:

- Regular work is a much more stable form of employment for people from Generation Z.
- Non-regular forms of employment are much less often taken into account in the context of building the future.
- For representatives of Generation Z, it is very important to maintain a balance between work and private life.
- Representatives of Generation Z prefer regular work and are much less likely to think about changing their employment to non-regular form of employment.

The research method that was used to examine Generation Z's approach to full-time work and non-full-time forms of employment is a survey. A method of collecting information from a previously designated group of respondents in order to deny or confirm a given assumption.

The main advantage of this research method is the ease of reaching respondents, most of whom will be representatives of Generation Z, which, as mentioned, uses social media to a large extent, and undeniably anonymity, which will make the answers more honest and truthful. The research group was purposefully selected - representatives of Generation Z and a control group from other generations - it was also intended to reach people of both sexes, working and non-working people, in order to deepen the analysis of the issue.

2. Summarized research results

The research method that was used to examine Generation Z's approach to full-time work and non-full-time forms of employment is a survey. A method of collecting information from a previously designated group of respondents in order to deny or confirm a given assumption was used here. The survey was conducted among 74 people, including 60 women and 14 men, mostly aged 18 to 27. The questions were as follows. The first one was about the factors taken into consideration when choosing a workplace.

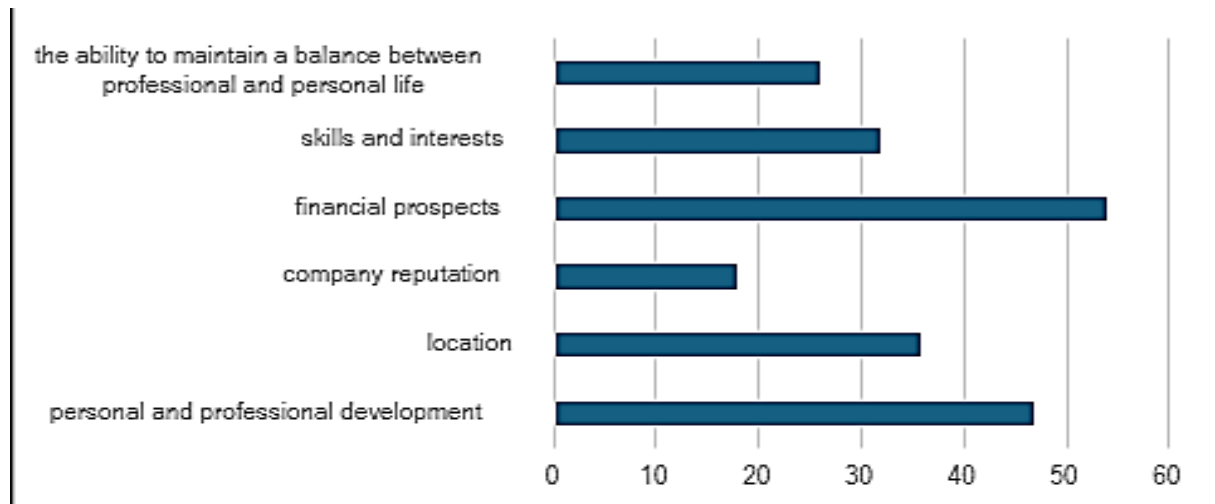


Figure 1. Factors which determine the choice of workplace.

Source: own study.

The figure above (Figure 1) presents the factors that influence the respondents' choice of workplace. The vast majority of them indicate that financial prospects are the most important factor in their decision (54 responses). The next most important aspect is personal and professional development (47 responses), followed by location (36 responses). Skills and interests are also significant factors for 32 respondents, while the ability to maintain a work-life balance is important for 26. The least important factor was the company's reputation, with only 18 responses. These results show a strong correlation between financial prospects and professional development, which are the two most crucial factors influencing respondents' choice of future workplace.

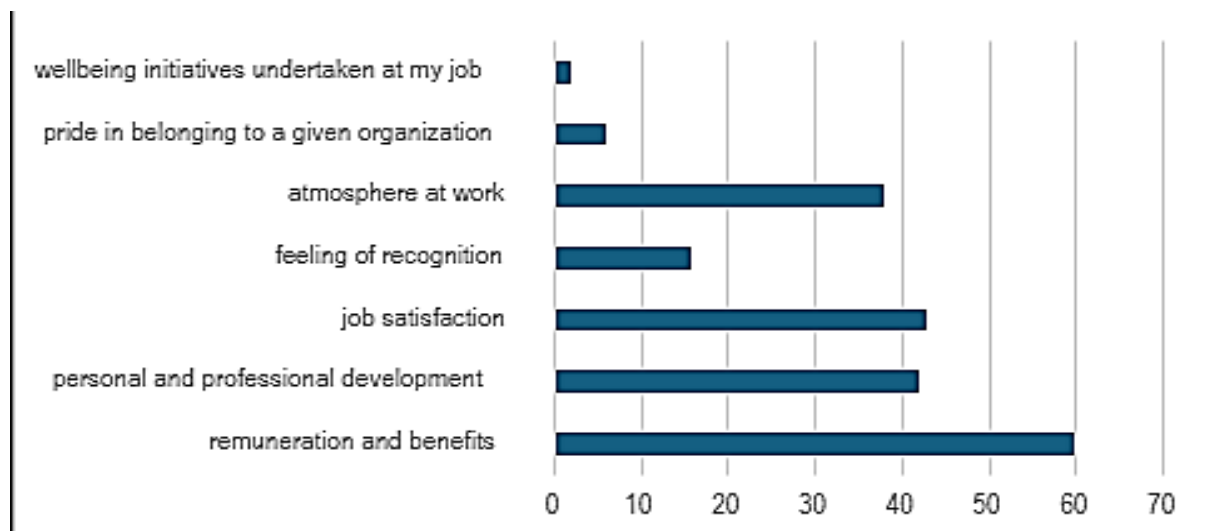


Figure 2. Factors which determine motivation for work.

Source: own study.

The next question concerns the major motivators for work. The motivators for work indicated by the respondents in Figure 2 were both of material and non-material nature. The top motivator was remuneration and benefits, with 60 respondents selecting it. The second place

was job satisfaction, with 43 responses, followed closely by personal and professional development in third place, with 42 answers. Slightly fewer respondents, 38 people, cited the work atmosphere as a motivator. For 16 respondents, recognition was a key motivator. The least important motivators were pride in belonging to a given organization, with only 6 responses, and wellbeing initiatives at work, which only 2 respondents identified as important. These results indicate that the greatest motivators are remuneration and benefits, followed by job satisfaction and development. While the young generation is also motivated by the work atmosphere, it holds less significance for them.

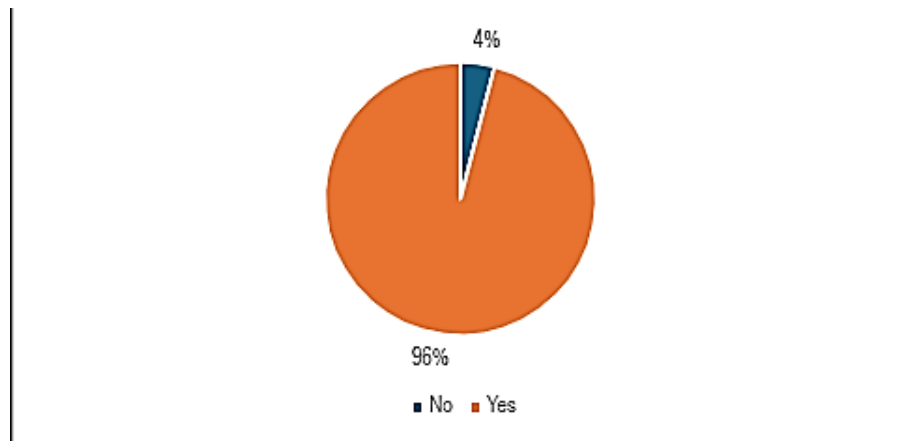


Figure 3. Importance of balance between work and personal life.

Source: own study.

The question on importance of maintaining the balance between personal life and work was the next one. As shown in the Figure 3, 96% of respondents stated that maintaining a work-life balance is important to them.



Figure 4. Work- life balance in job.

Source: own study.

When asked about the activities their employers have undertaken to maintain a balance between personal and professional life, 44 respondents cited flexible working hours while 37 mentioned remote work. Training and personal development programs ranked third with 25 responses. Paid days off were chosen by 23 people. Thirteen respondents indicated wellness

programs, such as massages, yoga sessions, and fitness activities. Twelve people mentioned mental support programs and 6 noted that their employer uses workload monitoring. However 9 respondents did not report any such activities in their workplace. The results indicated in Figure 4 suggest that most companies are taking steps to support work-life balance, with the most common methods being flexible working hours and remote work.

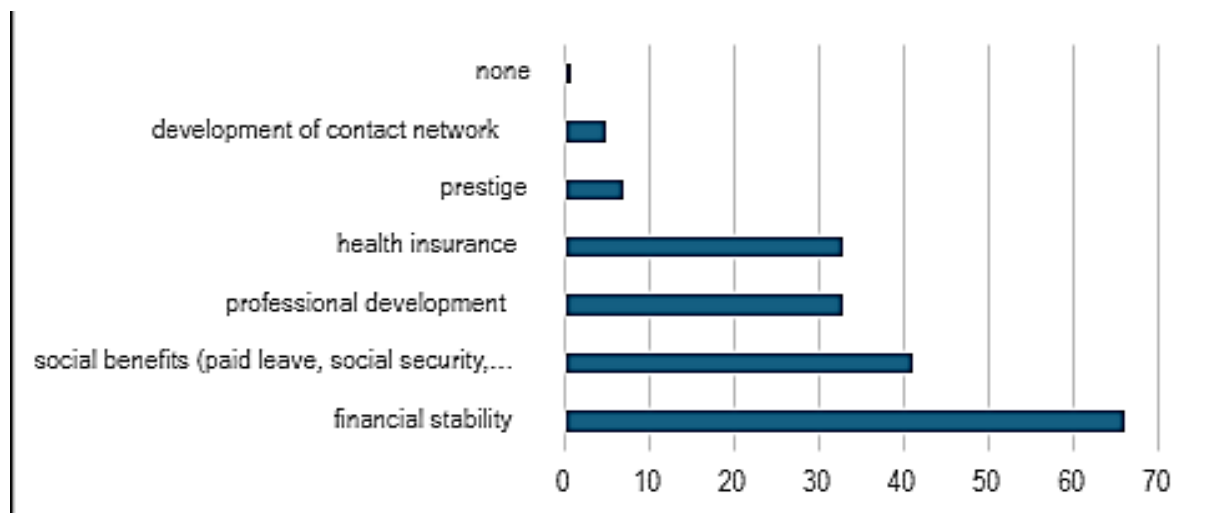


Figure 5. Benefit of regular job.

Source: own study.

The respondents were also asked to specify which benefits of a regular job are most important to them (Figure 5). Financial stability came first with 66 responses followed by social benefits such as medical care, paid leave with 41 responses. Professional development and health insurance were important to 33 people. On the other hand things such as prestige (7 people), development of a contact network for 5 people were the least important, and for one of them no benefits were important. This indicates that the most important thing for people working in a regular job is financial stability and benefits related to free medical care.

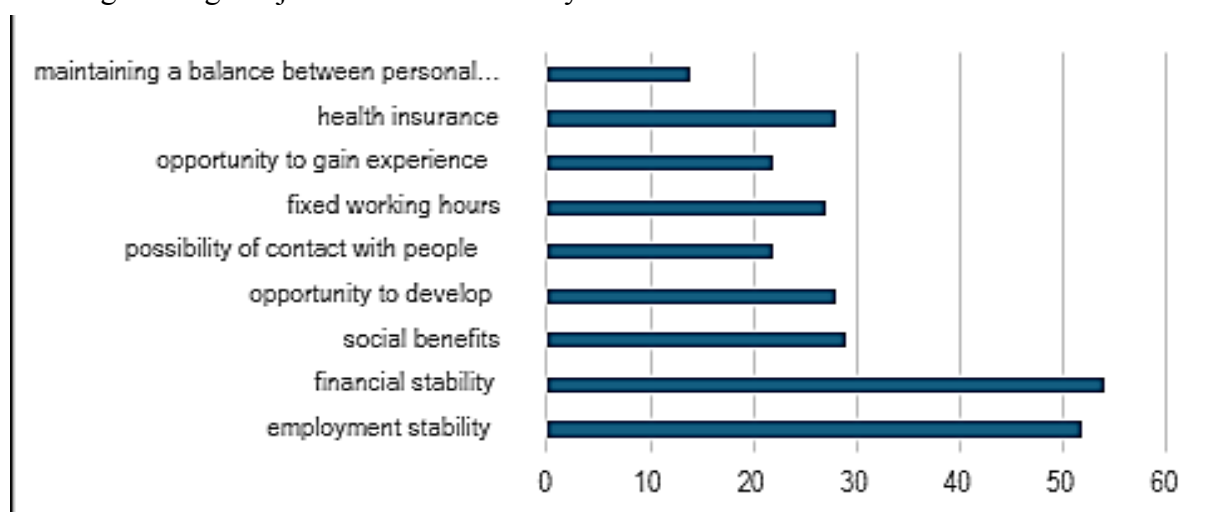


Figure 6. Advantages of regular job.

Source: own study.

The respondents were asked about the advantages and disadvantages of a regular job (Figure 6). The graph above presents the advantages. The respondents once again listed financial stability in first place, with 54 people. Then came employment stability with a score of 52 people. The next advantage was social benefits with a score of 29 people, then the opportunity to develop and health insurance, both of which reached a score of 28 answers. Fixed working hours as an advantage are important for 27 people. Possibility of contact with people and the opportunity to gain experience as an advantage were important for 22 people. The smallest advantage with a score of 14 votes was maintaining a balance between personal and professional life. The answers clearly show that a regular job has mainly advantages related to both employment and financial stability.



Figure 7. Disadvantages of regular job.

Source: own study.

The Figure 7 shows the disadvantages of regular jobs as specified by the respondents. The biggest disadvantage for them is the risk of routine and monotony with a score of 49 answers, second place was taken by the lack of flexibility, which was decided by 29 people, third place was the answer not very flexible career paths with a score of 28, which could refer to the glass ceiling phenomenon, then fewer earning opportunities for 22 people, lack of individuality for 19, difficulties in achieving balance between personal and professional life for 16 and fixed working hours for 14 because both fixed working hours can be an advantage and a disadvantage. The disadvantages show that working full-time for many can mean limited development and monotony.



Figure 8. Advantages of non-regular job.

Source: own study.

Respondents were also asked about the pros and cons of non-regular forms of employment such as self-employment, trading or other forms of work that are not full-time (Figure 8). The above graph lists the pros of such forms. Time flexibility came first with 45 responses, and sense of independence came second with 41 responses. The next advantage is potentially higher earnings, which was supported by 31 people, followed by 30 people who listed greater variety of tasks. For 21 people, the advantage is professional and personal development, and for 20, maintaining a balance between personal and professional life. This shows that a non-regular job can be distinguished by greater flexibility in terms of both time and a sense of independence.

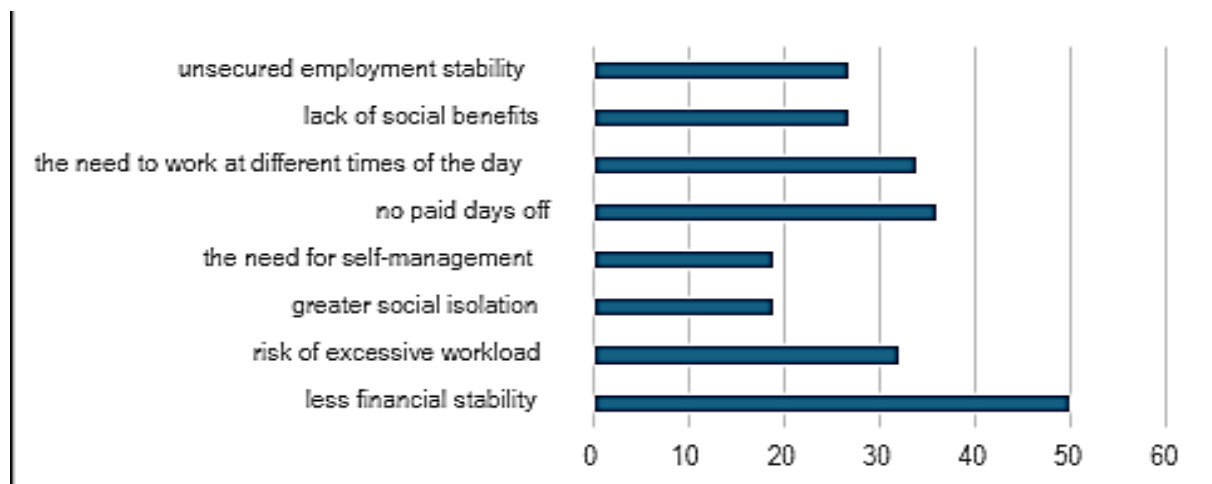


Figure 9. Disadvantages of non-regular job.

Source: own work.

The disadvantages listed by respondents include less financial stability with a score of 50 votes, no paid days off voted for by 36 people, the need to work at different times of the day was indicated as a disadvantage by 34 people, the risk of excessive workload indicated by 32 people, lack of social benefits and unsecured employment stability indicated by 27 people, and greater social isolation and the need for self-management by 19 people.

This shows that working in a non-regular system can be financially risky and require a lot of self-coordination (Figure 9).

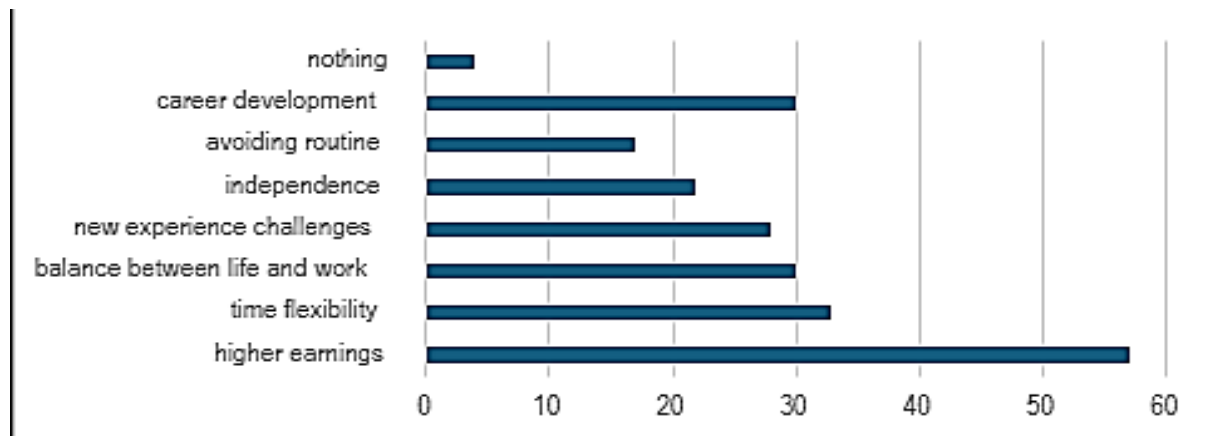


Figure 10. Factors which provide the change of work system.

Source: own study.

Then, the respondents were asked about the factors that would cause a change from regular job to non-regular job (Figure 10). The first factor is higher earnings, which was supported by 57 people. Time flexibility would be the reason for such a change for 33 people, while for 30 the reasons could be career development and balance between life and work. For 28 people new experience challenges and for 22 independence. 17 people were in favor of avoiding routine. However, for 4 there would be no such factor. These results show that the main aspect important in such a change would be the amount of earnings.

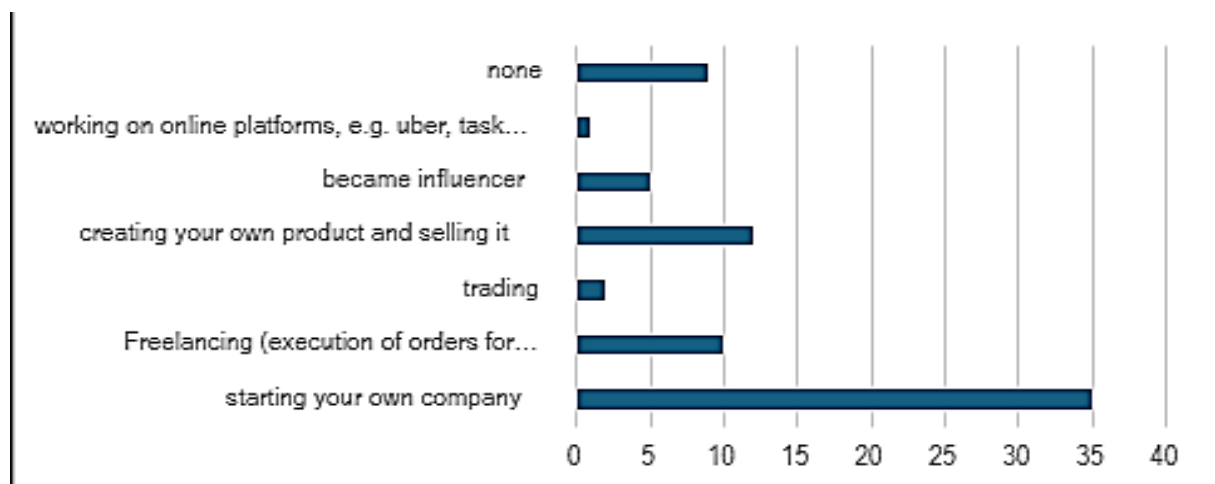


Figure 11. Forms of non-regular job.

Source: own study.

Forms of non-regular work that would be attractive to the respondents are in first place starting your own company with the result of 35 people, in second place was creating your own product and selling it with the result of 12 people, Freelancing (execution of orders for acquired clients) with the result of 10 people, became influencer would be attractive for 5 of them,

for 2 trading and for one working on platforms such as Uber. On the other hand, 9 people think that non-regular work is not at all attractive to them (Figure 11).

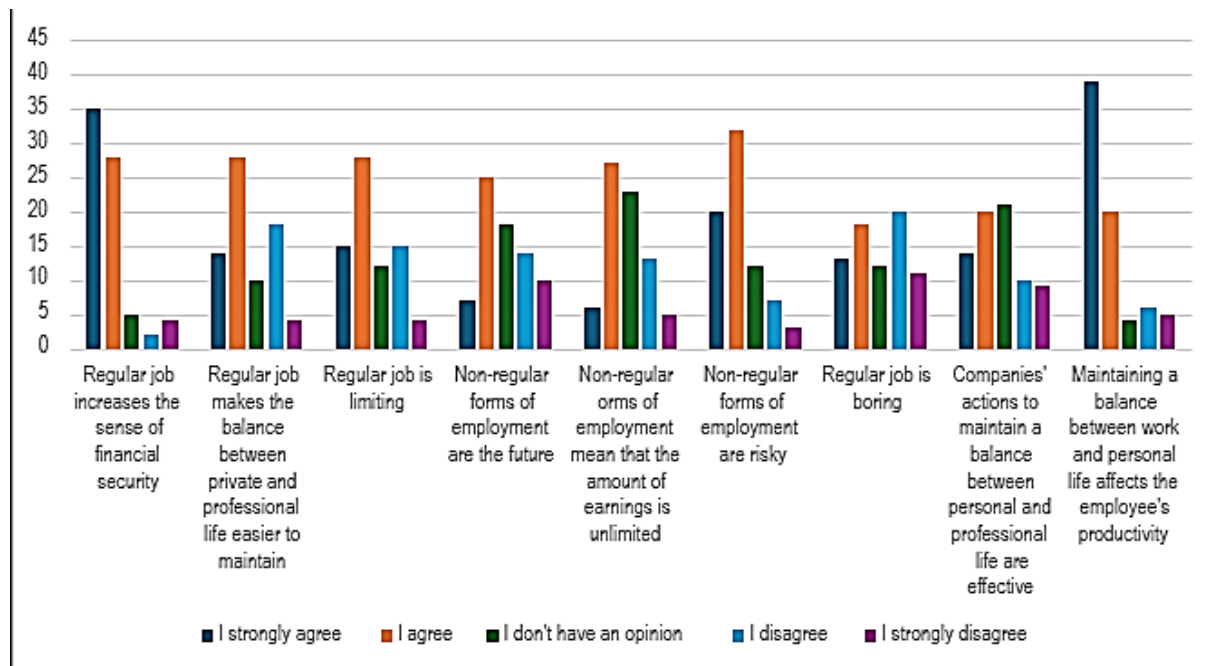


Figure 12. Acceptance of the statements.

Source: own study.

At the end of the survey, respondents were asked to agree or disagree with several statements (Figure 12). The first statement, "A regular job increases the sense of financial security," was accepted by the majority of respondents, with "strongly agree" and "agree" being the dominant responses. The next statement, "A regular job makes it easier to maintain a balance between private and professional life," received mixed responses. While 28 people agreed (14 strongly agreed), 18 disagreed with this statement.

Most respondents also agreed with the statement, "A regular job is limiting". Regarding the statement, "Non-regular forms of employment are the future", some respondents agreed, while a significant number either had no opinion or disagreed. Similarly, when asked if "Non-regular forms of employment mean that the amount of earnings is unlimited", many respondents either had no opinion or disagreed, which may suggest that few people have a strong stance on non-regular employment.

On the other hand, the statement, "Non-regular forms of employment are risky", was strongly supported by the majority of respondents. Half of the respondents agreed with the statement, "A regular job is boring", while the other half disagreed, and some were undecided. This likely reflects the varied predispositions and expectations of the respondents.

The statement, "Companies' actions to maintain a balance between personal and professional life are effective", was considered true by 24 respondents, while a large number had no opinion on the subject. This is also evident in the comparison with the previous findings where opinions about companies' actions are ambivalent. However, maintaining a work-life

balance was clearly seen as a priority as the vast majority of respondents affirmed that "Maintaining a balance between work and personal life affects the employee's productivity".

3. Summary

It can be concluded that Generation Z does not have a negative attitude towards regular jobs. On the contrary a significant portion of Generation Z sees several advantages in this form of work such as financial and employment stability, as well as numerous benefits like free access to healthcare. Although regular jobs may seem boring and routine to some representatives of Generation Z, they offer far more advantages than irregular forms of employment. Moreover, the prospect of development in regular jobs is much more desirable for Generation Z than the opportunity for growth in non-regular employment. The main disadvantage identified by respondents - the risk of monotony - can be minimized with appropriate management and motivation strategies.

Irregular employment forms present more serious drawbacks for Generation Z, with instability, lack of social benefits and the absence of financial security being major concerns. Generation Z is also uncertain about whether non-regular forms of work represent the future. If respondents were to take on non-regular employment, the majority would prefer to start their own businesses, with other options such as trading or becoming an influencer not being considered by many. This presents a significant opportunity for employers who are interested in recruiting Generation Z to their organizations.

The survey also highlighted the importance of work-life balance for Generation Z. The vast majority of respondents prioritize this balance yet the study found that, despite many companies offering flexible working hours, a large portion of respondents felt that company initiatives were insufficient. This is evident in the number of respondents who did not have an opinion on statements regarding company actions to maintain work-life balance.

The survey confirmed the general assumptions about Generation Z: they are motivated not only by financial factors but also by the need for job satisfaction, personal development, and recognition. Therefore the main research thesis has been clearly confirmed. The hypothesis that regular employment is a much more stable form of work for Generation Z was also supported, as was the hypothesis that maintaining work-life balance is crucial for them, given that this balance is of significant importance to the majority of respondents.

The other two hypotheses were partially confirmed as well: non-regular forms of employment are less frequently considered in terms of building a future and Generation Z prefers regular jobs and is less likely to transition to non-regular forms of employment. Although non-regular forms were seen as less stable some Generation Z representatives considered starting their own business as a viable alternative provided it was profitable.

As noted earlier this is a positive outlook for employers but it is crucial for them to prioritize the work-life balance of their employees, as this is a key value for Generation Z.

When concluding from the employers' perspective some overall implications should also be formulated. In order to attract and retain Z Generation employees, HR departments and employers are advised to undertake some steps which might be as follows: adaptation of flexible working models, investments in customized development and career paths, emphasizing tech-savvy, inclusive and purpose-driven workplace cultures. This will enable organizations to fully leverage the potential of Gen Z employees.

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