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The Influence of Work Autonomy, Workload Management and Digital Work Environment on the Well-Being of Generation Z Employees

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ABSTRAK

Tujuan penelitian ini bukanlah untuk melihat secara kaku, tetapi sebenarnya untuk melihat bagaimana Otonomi Kerja, Manajemen Beban Kerja, dan Lingkungan Kerja Digital dapat memengaruhi Kesejahteraan Karyawan di kalangan karyawan Generasi Z. Terakhir, penelitian ini mengadopsi pendekatan kuantitatif dan menggunakan metode survei dengan mendistribusikan kuesioner kepada 190 karyawan Generasi Z yang bekerja di perusahaan yang menggunakan sistem digital atau hibrida. Teknik pengambilan sampel yang digunakan adalah purposive sampling dengan kriteria responden adalah karyawan berusia 18-27 tahun yang juga menggunakan teknologi digital dalam pekerjaan mereka dan telah bekerja setidaknya selama satu tahun. Dari segi teknik analisis data, digunakan regresi linier berganda. Sebelum benar-benar dianalisis, data diperiksa terlebih dahulu melalui validitas, reliabilitas, dan uji asumsi klasik seperti normalitas, heteroskedastisitas, dan multikolinearitas. Hasil penelitian menunjukkan bahwa Otonomi Kerja, Manajemen Beban Kerja, dan Lingkungan Kerja Digital memiliki pengaruh parsial dan simultan yang positif dan signifikan terhadap Kesejahteraan Karyawan. Singkatnya, temuan ini menunjukkan bahwa kesejahteraan kerja Generasi Z dapat ditingkatkan dengan menawarkan lebih banyak fleksibilitas di tempat kerja, cara yang lebih baik untuk mengelola beban kerja, dan lingkungan kerja digital yang terasa mendukung. Secara keseluruhan, diharapkan studi ini akan bermanfaat bagi pengembangan strategi manajemen sumber daya manusia yang lebih modern dan lebih responsif terhadap karakteristik Generasi Z, khususnya di era digital ini.

Kata kunci: Otonomi Kerja, Manajemen Beban Kerja, Lingkungan Kerja Digital, Kesejahteraan Karyawan

ABSTRAK

The purpose of this study is not to see in a too rigid way, but actually to look at how Job Autonomy, Workload Management and the Digital Work Environment can influence Employee Well-Being among Generation Z employees. Lastly, the study adopted a quantitative approach and used the survey method by distributing questionnaires to 190 Generation Z employees working in companies that use digital or hybrid systems. The sampling technique used is purposive sampling with respondent criteria are employees aged 18-27 years who also use digital technology in their work and have worked for at least one year. In terms of data analysis technique, multiple linear regression was used. Before anything was really analyzed, the data were checked first through validity, reliability and classical assumption tests such as normality, heteroscedasticity and multicollinearity. The results then showed that Job Autonomy, Workload Management and Digital Work Environment had positive and significant partial and simultaneous effects on Employee Well-Being. In short, these findings suggest that the work well-being of Generation Z can be improved by offering more flexibility at work, better ways to manage workload, and a digital work environment that feels supportive. Overall, it is expected that this study will be of value for the development of more modern human resource management strategies that are more responsive to the characteristics of Generation Z especially in this digital age.

Keywords: Job Autonomy, Workload Management, Digital Work Environment, Employee Well-Being

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INTRODUCTION

The emergence of digital technology has progressively affected modern working patterns, leading to new issues in human resource management, particularly for Gen Z employees. Generation Z is a group of workers born and raised in the digital era and therefore having different characteristics from the previous generations especially in the way of working, communicating, and viewing work-life balance (Wahdiniawati et al., 2024). The question of employee well-being is increasingly important in the modern workplace, as it is directly related to mental health, job satisfaction, productivity and career sustainability. Employee well-being is the physical, psychological, emotional and social well-being of people in the work environment (Mohzana et al., 2023). The well-being of Generation Z employees at work is not only determined by their financial compensation but also by the flexibility of work, the comfort of the work environment, technological support, and the quality of life in general. The young generation is often subjected to work stress and burnout due to high work pressure, multitasking requirements and heavy use of digital technology (Wibowo et al., 2023).

For Gen Z employees, job autonomy is a critical factor in employee well-being. Job autonomy is the degree of freedom and flexibility given to employees in how, when, and how they do their job. Generation Z appears to prefer working in an environment that provides room for freedom, creativity and trust in the performance of the task (Suyatno et al., 2023). With more work autonomy, employees will feel more appreciated and have more control over work. This condition may improve intrinsic motivation, job satisfaction, and psychological well-being (Setiani et al., 2024). The workload management is also an important factor affecting the well-being of Generation Z employees (Rony et al., 2020). Workload management is an organization's ability to manage the workloads of its employees to maintain balance and match the individual's capacity to work (Jumianis Yanti et al., 2026). Generation Z often experiences high work pressure in today's fast-paced and competitive work environment, propelled by the demands of multitasking, stringent work targets, and the intensity of digital communication (Aryanto et al., 2020). Improper workload management can result in work stress, mental fatigue, and even burnout. Another important factor in enhancing the well-being of employees in Generation Z employees is the digital work environment (Sesario et al., 2024). The digital work environment refers to work conditions that are supported by digital technology, including the use of communication platforms, online work systems, collaboration applications and other digital infrastructure. Being digital natives, Generation Z is very tech-savvy and the quality of their digital work environment matters a lot for their work experience (Sariani et al., 2023). A good digital work environment can enhance communication effectiveness, work flexibility and team collaboration.

The objective of this study is to examine the effect of Job Autonomy, Workload Management and Digital Work Environment on Employee Well-Being of Generation Z employees. Theoretically, the study is expected to contribute to the recent human resource management literature, particularly in

relation to the work well-being of the young generation in the digital era. This study also adds to the study of factors influencing employee well-being in a technology-based working environment . The findings of this study are expected to be a reference for further studies on the similar topics. In practical terms, this study is expected to benefit companies in designing HRM strategies that are more adaptive to the characteristics of Generation Z.

RESEARCH METHOD

The current research is using a quantitative method to study the effect of Job Autonomy, Workload Management, and Digital Work Environment on Employee Well-Being of Generation Z employees. The research method used is a survey, with the research instrument in the form of a structured questionnaire compiled based on the indicators of each variable and measured using a Likert scale of 1-5. The population of this study is the employee of the generation Z who work in the company that employs digital-based, startup, technology or the company that applies a hybrid work system or digital working environment. The sampling technique used was purposive sampling. The criteria for respondents were employees included in the Generation Z category with an age range of 18-27 years, have worked for at least one year, use digital technology in their daily work activities, and work in a hybrid work system, remote working, or digital workplace. Based on these criteria, the sample size for the study was determined to be 190 respondents. The data were collected through online questionnaires using Google Forms. The instrument was tested for validity using the t-test, an item is valid if the calculated t value is greater than the t-table at 5% level of significance. The minimum value of 0.70 was used to conduct the Reliability test with Cronbach Alpha. The primary data analysis technique is multiple linear regression to examine the partial and simultaneous impact of independent variables on the dependent variable at a significance level of 0.05.

RESULT AND DISCUSSION

Based on data processing results obtained from 190 respondents of Generation Z employees from various companies with digital and hybrid working-based, all research instruments were declared valid and reliable. The validity test results indicated that all statement items in the variables of Job Autonomy, Workload Management, Digital Work Environment, and Employee Well-Being had a calculated t value > t table at a significance level of 5% so that all indicators were declared valid. The results of the reliability test showed that all variables had a Cronbach Alpha value greater than 0.70. This means that the research instrument was consistent and reliable. The normality test results indicated that the residual data were normally distributed. The test of heteroscedasticity showed that there were no symptoms of heteroscedasticity. The test of multicollinearity showed that the VIF values of all independent variables

were below 10 and the tolerance value was above 0.10 so that the regression model was declared free from multicollinearity. The results of multiple linear regression analysis revealed that Job Autonomy, Workload Management and Digital Work Environment together had significant effect on Employee Well-Being with F test significance value <0.05. Based on the results of the t-test, the three independent variables also showed partial positive and significant influence on Employee Well-Being. The R^2 value shows that three research variables can explain the majority of the variance of Employee Well-Being, while the rest is explained by other variables not included in the research model.

The results of the research indicate that Job Autonomy has a positive and significant effect on Employee Well-Being of Generation Z employees. This implies that the greater the freedom and work flexibility employees have, the higher the level of work well-being they experience. Generation Z enjoys a working environment that gives them the space to regulate work methods, work hours, and methods of completing tasks in an independent fashion. When the employees feel trusted by the organization, they will have a higher sense of responsibility and intrinsic motivation. Job autonomy also promotes a better work-life balance as it permits employees to adapt the work rhythm to their individual needs. However, an overly rigid and controlled work environment can create problems of increased work stress and reduced psychological well-being. The results obtained in this study are in line with the self-determination theory, which suggests that job autonomy contributes to greater individual satisfaction and well-being. Previous research has also demonstrated that job autonomy affects job satisfaction, employee engagement and psychological well-being. So companies must foster a more flexible, trust-based work culture to improve the well-being of generation Z employees optimally.

The results of the study found that Workload Management has a positive and significant effect on Employee Well-Being of Generation Z employees. This suggests that effective workload management can contribute to the physical and mental wellbeing of employees. The current fast-paced and competitive workplace environment creates high work pressure for Generation Z employees who juggle multiple tasks, tight work deadlines, and continuous digital communication. When companies can manage work distribution in a balanced and realistic way, employees will feel more comfortable and be able to work productively without feeling overly tired. On the other hand, heavy workloads cause work stress, burnout and decreased quality of life. Workload management also refers to provision of adequate rest time, clear work priorities and organizational support in management of work pressure. The results of this study are consistent with the job demand-resource theory which states that better management of work demands can lead to better employee well-being. Furthermore, previous studies have shown that workload management has a significant impact on employee satisfaction and mental health. Therefore, companies need to apply healthier and humane work management strategies to keep the work well-being of Generation Z sustainable.

The research results show that the Digital Work Environment has a positive and significant effect on Employee Well-Being on Generation Z employees. This means that the better the quality of the digital work environment in the company, the better the well-being of the employee. Generation Z are digital natives and heavily reliant on technology to accomplish daily work activities. With a good system in place, platforms like Slack, Microsoft Teams, Zoom, and Google Workspace can help improve communication efficiency and work flexibility. However, complex digital systems, communication overload, or frequent technical issues might lead to digital fatigue and work stress. The findings of this study support the digital workplace theory, highlighting the importance of a technology-enabled work environment that enhances employee comfort and productivity. Previous research also suggests that the quality of the digital work environment has implications for employee engagement and job satisfaction. Hence, organizations must provide a steady and user-friendly digital infrastructure that promotes work cooperation to maximize the health and well-being of Generation Z employees.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that Job Autonomy, Workload Management, and Digital Work Environment have been proven to have a positive and significant influence on the Employee Well-Being of Generation Z employees, both partially and simultaneously. The results of the study show that job autonomy is important for improving work well-being because it provides flexibility and freedom to employees in managing their work. Workload management has also been identified as a factor that impacts employee well-being. Work stress and the risk of burnout can be reduced by managing the workload in a balanced way. Moreover, the digital work environment is also important in this regard because of the high dependence of generation Z on digital technology in their daily work activities. Companies are encouraged to improve the flexibility of work, more humane workload management and a stable and user-friendly digital work environment. It is suggested that future studies should include other variables such as work-life balance, organizational support, digital fatigue, or employee resilience to make the research model more comprehensive.

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