

MILLENNIALS AND WORK-LIFE BALANCE: COMPARISONS ACROSS GENERATIONS

by

Lanisha Janise Brown

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

March 2023

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2023

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Abstract

The entrance of Millennials into the workforce has sparked the interest of many researchers in understanding what this generation values within the workplace, how to attract them to jobs and organizations, and how to retain their employment. This unique generation, who has been characterized as one of the most high-maintenance within the workforce, prone to job-hopping, and highly educated, has made it clear that their perspective on work is much different from generations before them. Work-life balance, specifically, has been a determining factor for Millennials when choosing a job and deciding how long to stay there. This study seeks to better understand how Millennials experience, perceive, and are affected by issues of work-life balance, compared to other generations. Using a sample of 421 participants from four generations (Baby Boomers, Generation X, Millennials, and Generation Z) in a survey study, comparisons were made for the levels of work-life balance and the perceived importance of work-life balance. Additionally, the relationship between work-life balance and the psychological well-being of Millennials was explored. A Kruskal-Wallis test and Spearman's Correlation were used to analyze the data. Findings suggest that there is a statistically significant difference in work-life balance and the perceived importance of work-life balance of Millennials, compared to other generations. It was also found that work-life balance and psychological well-being are positively correlated for the millennial generation. This study contributes in deepening the theoretical understanding of Millennials' experience and perception of work-life balance, and what that means for the workforce as a whole. Implications for practice and recommendations are also provided in order to help organizations better support not only millennial employees but other generations of employees as well.

Keywords: Work-life Balance, Psychological Well-being, Millennials, Baby Boomers, Generation X, Generation Z

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Dedication

Proverbs 3:5-6 (KJV) “Trust in the Lord with all thine heart; and lean not unto thine own understanding. In all thy ways acknowledge Him, and He shall direct thy paths”. This dissertation is dedicated to my parents, *Joyce and Levain Brown*.

To my mom, thank you for being my “why”. Everything that I do in this life is to make you proud. You are the most dedicated mother to ever walk this earth. Thank you for always reminding me where my help comes from. I appreciate the encouragement, especially when times were rough. You have been calling me Dr. Brown long before I even dreamt this would be possible. Thank you for pushing me to always do my best work and praying for me daily. This would not have been possible without you.

To my dad, thank you for always believing in me, even when I did not believe in myself. You have been a prime example of what it truly means to work hard. Being able to be successful in school, work, and life all at once is a direct result of me watching you work tirelessly for years. You have sacrificed so much for me over the years, and I am truly grateful. I appreciate all of your support throughout this process. Thank you for always being proud of me despite me feeling that I could have done better.

I love you both and you are appreciated beyond what words can explain. I hope this makes you proud.

Acknowledgments

Jeremiah 29:11 (NIV) “For I know the plans I have for you, declares the Lord, plans to prosper you and not harm you, plans to give you hope and a future”. Thanking God for His love, mercy, and strength during this entire process. With Him, all things are possible.

I would like to thank both my Dissertation Chair, Dr. Jerry Green, and my Dissertation Committee Member, Dr. Jeanie Whinghter. I appreciate you both taking time out of your busy schedules to assist me throughout this process, ensuring my success. I would also like to thank you both for not only praying for me but praying with me. That meant way more than you know. Without your guidance and patience, this process would have been entirely more difficult to manage. Thank you for all that you do.

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CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

Work and leisure are thought to be two of the most important domains of adult life. Balancing these two equally important domains has proven to be difficult due to the increasing demands of both work expectations and personal life. Multiple definitions can be used to describe the many layers and complexity of work-life balance. Some of those definitions focus on the amount of time spent in work and non-work domains (Brough et al., 2020). Others, however, describe the satisfaction with performance and the time spent in each domain, and the importance of each role from the individual's perspective (Brough et al., 2020). Some researchers have suggested that no widely accepted definition of work-life balance is yet available, due to the complexity of the phenomenon (Yang et al., 2018). In its most simple form, however, work-life balance can be described as "equilibrium or an overall sense of harmony in work and private life" (Yang et al., 2018, p. 1).

Studies and research on work-life balance can be traced back to women having multiple roles, which is shown in the work of Barnett & Baruch (1985), when they explored levels of psychological stress that resulted from women's multiple roles as employees, wives, and mothers (John, 2020). While research on this phenomenon began focusing on the experiences of women, researchers later discovered that the struggles that many are faced with when trying to balance work life and personal life is not a gendered concept (Mensah & Adjei, 2020). Instead, it is a phenomenon that has the potential to affect anyone, at varying degrees.

Background

There have been many theories used in attempts to explain work-life balance and why the conflict between work and life domains occurs. Some of these theories include role theory

(Baltes et al., 2009), scarcity theory (Baltes et al., 2009), and spillover theory (Liu et al., 2020). Role theory suggests that multiple roles can lead to inter-role conflict (Baltes et al., 2009). This inter-role conflict makes it increasingly difficult for an individual to successfully perform various roles due to the conflicting demands of time, energy, or incompatible behaviors among roles (Baltes et al., 2009). One of the most common theories of work-life balance, the scarcity theory, suggests that personal resources such as time, energy, and attention are finite (Baltes et al., 2009). Therefore, individuals who participate in multiple roles will experience conflict inevitably (Baltes et al., 2009). Additionally, the spillover theory explains one of the many effects of conflict between work and life domains. This theory suggests that employees carry over the attitudes, skills, behaviors, and emotions that they establish in one domain, such as work, into the other domain, such as personal life, whether positive or negative (Liu et al., 2020).

According to many researchers, issues in work-life balance have been known to result in many negative consequences for those who experience it. Some of these negative consequences include health risks such as heart-related illnesses, depression, anxiety, and increased consumption of alcohol (Meenakshi, 2013). Meenakshi (2013) also suggested that some key factors that affect the balance between work and personal life are control over schedule and hours worked, total weekly hours worked, age, gender, income, and the number of children at home. Researchers have also found that there is a significant relationship between work-life balance and psychological well-being (Grossi et al., 2006).

While conflict between work and life domains is something that can be experienced by any working adult, based on what is known about the millennial generation, it is likely to see differences in impact, experiences, and how this group of individuals handles the effects of work-life imbalance or conflict. The millennial generation has been categorized by many

defining characteristics pertaining to the workplace. Millennials have been described as well-educated and individualistic while lacking decision-making and communication skills (Calk & Patrick, 2017). Millennials are also described as high maintenance, due to their want for an inclusive management style, innovation support, and immediate performance feedback (Mohammad & Lenka, 2017). Research on work-life balance has primarily focused on the overall perspectives of this phenomenon and the negative effects associated with not achieving this perfect balance. Additionally, much research has focused on work-related outcomes such as employee engagement, employee retention, job performance and productivity, and job satisfaction. Studies that research work-life balance across generations, however, are scarce.

The primary purpose of this study is to explore Millennials and their current perceived levels of work-life balance, the relationship between work-life balance and psychological well-being for Millennials, and the importance of this phenomenon from their perspectives. Additionally, this study seeks to explore the similarities and differences in work-life balance across four generations (Baby Boomers, Generation X, Millennials, and Generation Z). With Millennials making up the largest portion of employees within the workplace today (Pew Research Center, n.d.) an emphasis will be placed on this generation in order to provide recommendations and practical implications for organizations regarding work-life balance policies and the changes that are necessary with the newer generations. This study is important because as the length of time increases that American workers are in the workforce, it is important for organizations to understand how newer generations, such as Millennials, work and what they value, compared to older generations in the workplace. As organizations recruit competitive talent and attempt to retain these individuals, they must acknowledge the values, beliefs, and needs of the millennial generation in order to ensure not only the satisfaction of

employees but also the productivity of the organization. It is apparent that while Millennials are major contributors to organizations, employers are still facing difficulty in understanding this generation in the workplace (Baiyun et al., 2018).

Millennials within the workplace has become a topic of increasing interest. Millennials are a unique generation, currently making up the fastest-growing segment of the workforce (Calk & Patrick, 2017). Millennials have been identified as being one of the most educated generations within the workforce, measured not only by their education level but also by their competency in a range of skills and abilities (Pyöriä et al., 2017). Additionally, Millennials have been defined by certain characteristics that researchers have suggested are specific to this particular generation. Some of those characteristics include being advanced in their use of technology, being prone to job-hopping, and being more family-oriented than any other generation (Larasati & Aryanto, 2020). These defining characteristics play a huge role when dealing with the effects of work-life conflict. What many previous generations may have dealt with in the workforce, such as little or no time or energy for leisure activities outside of work, is something that many Millennials are not willing to sacrifice. Researchers have found that Millennials are significantly more attracted to a job when there are high levels of work-life balance (Buzza, 2017). For Millennials, work-life balance has been a determining factor in productivity, performance, and motivation within the workplace (Wolor et al., 2020).

Problem Statement

Work-life balance and Millennials in the workplace are two topics of growing interest. Researchers have found that finding a healthy balance between work and personal life has become increasingly difficult due to the increasing demands at work and within personal life (Obrenovic et al., 2020). Some of the most common stressors that are known to lead to work-life

conflict are work stress, long working hours, dissatisfaction, role conflict, and job burnout (Obrenovic et al., 2020). Within the literature, the many impacts that work-life conflict has on one's well-being and organizational success have been studied extensively. Ashfaq et al. (2014) explored the impact of work-life balance on organizational performance. The results suggested that those employees who have better work-life balance are more likely to come to the workplace with a positive perspective (Ashfaq et al., 2014). In another study, researchers examined the relationship between work-life conflict and employee performance (Chaudhry et al., 2011). Additionally, Hammig et al. (2009) examined work-life conflict and its relationship with physical and mental health. The results of this study suggested that work-life conflict is associated with several physical and mental health problems (Hammig et al., 2009). Work-life conflict has been shown to hurt employee productivity, job performance, and job satisfaction (Johnson et al., 2005). Additionally, work-life conflict negatively impacts psychological well-being and overall life satisfaction (Greenhaus & Beutell, 1985). Borgmann et al. (2019) examined the health-related consequences that resulted from work-life conflict, in a longitudinal study. The results of this study indicated that work-life conflict and self-rated mental and physical health are interrelated (Borgmann et al., 2019).

While there are many opinions about what Millennials value, how they think, and how they will behave within the workplace (Deal et al., 2010), the sparse empirical research on Millennials can be seen as both confusing and contradictory (Deal et al., 2010). What is known, however, is that the millennial generation values maintaining a healthy balance between work and personal life (Sanchez-Hernandez et al., 2019). Employees who belong to the millennial generation are more interested in flexibility and freedom within the workplace, along with the aspect of work-life balance to determine a healthy work environment (Sanchez-Hernandez et al.,

2019). Unlike previous generations, Millennials prioritize three main things when choosing where to work: job stability, money, and free time (Sanchez-Hernandez et al., 2019). Due to their specific values, Gallup (2016) indicated that the millennial generation is the driving force behind workplace change. Whether they realize it or not, their values, beliefs, and what they are not willing to sacrifice, such as personal time, have resulted in the breakdown of traditional organizational structures and policies (Gallup, 2016).

While there is substantial research on work-life balance and Millennials in the workplace, separately, there is a gap in research concerning exactly how work-life balance impacts the millennial generation in particular. This generation has been defined by several specific characteristics, especially regarding the workplace. Studies have shown that Millennials are significantly more attracted to job opportunities that provide high levels of work-life balance (Buzza, 2017). Due to these defining characteristics of Millennials, employers have acknowledged the fact that for organizations to thrive and utilize the unique abilities of Millennials, they may need to alter rules and policies, especially those about flexibility and work-life balance (Myers & Sadaghiani, 2010). This research is important because Millennials are beginning to make up the vast majority of the population in the workforce. For organizations to attract and retain Millennial employees, they must first understand the importance of a healthy balance between work and personal life for the millennial generation, and how a lack thereof will negatively affect millennial employees, as well as organizations.

Purpose of the Study

The purpose of this quantitative survey study is to understand how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations.

Research Question(s) and Hypotheses

Research Questions

RQ1: How do Millennials differ in levels of work-life balance when compared to other generations?

RQ2: How do Millennials differ in their perceived importance of work-life balance when compared to other generations?

RQ3: What is the relationship between work-life balance and the psychological well-being of Millennials?

Hypotheses

H₁: Millennials will report lower levels of work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₁: There will be no statistically significant difference in the work-life balance of Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₂: Millennials will report higher levels of importance placed on work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₂: There will be no statistically significant difference in the importance placed on work-life balance by Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₃: As work-life balance increases for Millennials, their psychological well-being will also increase.

H₀₃: There will be no statistically significant relationship between the work-life balance and the psychological well-being of Millennials.

Assumptions and Limitations of the Study

There are several assumptions and limitations of the proposed study. It is assumed that participants will be representative of the working American population and that participants will willingly participate. It is also assumed that the variables being studied are measurable and will be measured using valid and reliable instruments. Additionally, the quantitative survey and methodology are appropriate for this study.

Despite the assumptions, however, most studies have limitations regarding data collection, data analysis, participants, and even the results. Limitations in a study indicate weaknesses within a research design, which could potentially influence the outcomes and conclusions of the research (Ross & Bibler Zaidi, 2019). Researchers have suggested that the quality and rigor of a study are largely defined by its limitations (Ross & Bibler Zaidi, 2019). Knowing these limitations beforehand, however, can help researchers take the proper steps to minimize each limitation.

Limitations can be introduced during data collection. While appropriate sampling methods will be employed, the present study will remain limited by the use of data collected only from participants who decided to participate in the study, also known as self-selection bias (Adler & Clark, 2008). It is also possible that the study is limited by social desirability bias, in which participants provide biased input by responding in ways that they feel are favorable to the researcher, instead of their authentic response (Krumpal, 2011). Additionally, the study will be limited by self-report data. Self-report data refers to any measure that relies on the participants' report. For this study, this would involve their report of levels of work-life balance, the value of work-life balance, and their levels of psychological well-being. Limitations in self-report data have been said to be driven by social desirability (Brenner & DeLamater, 2016). All of these

limitations, unfortunately, can lead to inaccuracies, threatening internal validity (Ross & Bibler Zaidi, 2019).

Lastly, there are limitations to the instruments used in this study. Simon & Goes (2013) suggested that surveys often force respondents into particular response categories which limits the range of responses. Unlike in interviews, respondents are not able to ask clarifying questions and are limited to the text in the survey for the direction of how it is to be completed (Simon & Goes, 2013). With Likert scales being used on each instrument of this study, Simon & Goes (2013) suggested that the differences in categories such as disagree and strongly disagree could be irrelevant to the respondent but could greatly affect the results of the study.

Theoretical Foundations of the Study

Work-life balance has been defined as the achievement of fulfilling experiences in different aspects of life that require various resources, spread across all domains (Kirchmeyer, 2000). Some of those resources include time, energy, and commitment. Research on this general concept traces back to the mid-1900s. A significant moment in history for work-life balance took place when President Roosevelt signed the Fair Labor Standards Act in 1938, which changed the workplace into what it is known to be today (Sullivan, 2014). Some of those changes included setting minimum wage requirements, prohibiting child labor, setting regulations to record overtime, and setting the maximum full-time workweek to 44 hours, which would later be reduced to 40 hours per week (Sullivan, 2014).

Before this research began, the ideas of “work” and “family” domains were perceived as mutually exclusive (Khateeb, 2021). Kanter (1977) however, later emphasized how the two are connected, revealing how work affects the family and how family affects work. To explain this relationship between work and personal life, several theories were coined such as the spillover

theory, the compensation theory, the border theory, and the boundary theory, which will be further discussed in Chapter 2. Due to the various theories that set the foundation for the study of work-life balance, the concept of work-life balance has been adapted by many organizations and human resource departments to attempt to alleviate the conflict between work and personal life domains.

From a Biblical perspective, work and family life were often integrated. Therefore, many passages in the Bible relate to this concept. Understanding both work and personal life from a Biblical perspective can help achieve the work-life balance needed to stay productive.

Understanding work from a Biblical perspective means accepting the fact that God has called us to work and to serve Him in our work. Additionally, He appreciates our work and will reward us for it (*English Standard Version*, 2001, Ephesians 6:5-8). We must also realize that we are limited creatures. Therefore, we are encouraged to live within our limitations. 2 Corinthians 12:10 reminds us that when we are weak, He will make us strong (*English Standard Version*, 2001).

Additionally, the book of Proverbs can serve as a model of work-life balance. While today's society has influenced people to separate their lives into different parts, this Biblical passage encourages the integration of all parts of life. This passage shows that balancing equally important demands is not a new concept. Proverbs 31 describes a woman as having many roles, including being a wife and mother, managing a household, serving the poor, making clothes, planting a vineyard, and working diligently (*English Standard Version*, 2001). In addition to the integration of everyday life activities, including work and personal domains, Ecclesiastes 3:1-8 suggests that sometimes it is important to prioritize. It can be inferred that balance between work

and personal domains is something that is to be achieved long-term but may not be possible in every individual moment of life.

Definition of Terms

The following is a list of definitions of terms that are used in this study.

Baby Boomer – Baby Boomer is defined as a person born between the years 1946 and 1964 (Lancaster & Stillman, 2002).

Generation – Community composed of individuals born approximately in the same years, live the conditions of the same age, and thus face with similar difficulties and faith, who have obliged with similar duties (Gurcuoglu & Celik, 2016).

Generation X – Generation X is defined as individuals born between the years 1965 and 1980 (Lancaster & Stillman, 2002).

Generation Z – Generation Z is defined as anyone born after 1996 (Pew Research Center, n.d.).

Millennial – Millennial is defined, according to the Pew Research Center, as an individual born between the years of 1981 and 1996 (Pew Research Center, n.d.).

Psychological Well-being – Psychological Well-being is defined as a state of complete physical, mental, and social well-being (Trudel-Fitzgerald, 2019), and a sense of happiness or a lack of psychological distress (Grossi et al., 2006).

Work-Life Balance – Work-life balance is defined as equilibrium or an overall sense of harmony in work and private life (Yang et al., 2018).

Work-life Conflict – Work-life conflict is defined as a form of inter-role conflict in which the role pressures from the work and personal life domains are mutually incompatible in some respect (Buonomo et al., 2020).

Significance of the Study

Despite the potential limitations, the results and findings of this quantitative survey study will bring significance to research literature, practice, and the workforce as a whole. As previously mentioned, there are endless studies that explore the effects of work-life conflict in general. However, there are very few that specifically study this phenomenon and its impact on Millennials, as well as across generations. As Millennials are becoming more educated and taking up more space in the workplace, it is necessary to study different phenomena from their perspectives. Additionally, the results and findings of this study will provide practical implications for organizations as a whole, human resource personnel, and employers. Understanding how Millennials experience work-life balance will provide organizations with information on how to improve work policies that encompass work-life balance, to attract and retain millennial employees. And lastly, while there have been conflicting views of Millennials in the workplace, as they begin to be heard and understood, they have the power to reform the workplace as a whole.

Summary

Work-life balance is a topic that has been studied extensively for many years and will continue to be studied for years to come. The challenge of balancing work and personal life is an experience that has significant links to psychological, behavioral, and physical health (Gisler et al., 2018). Additionally, it has been linked to job outcomes such as employee productivity, and job satisfaction, and is an indicator of countless organizational problems (Gragano et al., 2020). Although many studies explore work-life balance, there's a gap in research concerning the millennial generation. Because Millennials continue to make up a large portion of the workforce, it is important to understand their lived experiences and perceptions of work-life balance.

The current study sought to explain how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations. To do so, a quantitative survey study was conducted, with participants across four generations. The upcoming chapter will provide an extensive review of current literature on work-life balance and conflict across generations.

CHAPTER 2: LITERATURE REVIEW

Overview

Today's workplace can possibly be considered one of the most diverse in history. Many workers from various generations work together in the same workplace. Based on defining characteristics of Baby boomers, Generation X, Millennials, and Generation Z, it is known that not all generations have similar perceptions or values of work-life balance. Research has suggested that the newer generations, Millennials and Generation Z, value work-life balance for the importance attributed to fitting work and personal life fluidly (Sanchez-Hernandez, 2019). It has also been suggested that Millennials and Generation Z understand the need for work-life balance for a healthy lifestyle and give it a higher level of importance than Baby Boomers and Generation X (Sanchez-Hernandez, 2019). Unlike Millennials and Generation Z, Baby Boomers mainly sought job security and stability, instead of work-life balance (Sanchez-Hernandez, 2019). Additionally, Generation X gave more importance to work relations, over other variables such as work-life balance (Sanchez-Hernandez, 2019). Due to the differences in values, characteristics, and expectations from work and life domains across generations, management may be met with difficulty in managing and catering to these generational differences. Therefore, it is important to understand the perceptions, importance, and relationship that exists between work-life balance and psychological well-being. The purpose of this study is to understand how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations.

Description of Search Strategy

A variety of databases with peer-reviewed articles were used in the research and development of this study. This data inquiry used Google Scholar as the main database.

Government websites and statistical databases were also assessed. The key search terms included *work-life balance, work-life conflict, psychological well-being, generations, millennials or generation y, generation x, generation z, baby boomers, and across generations*. Three major themes were developed to organize the search: levels of work-life balance across generations, the importance of work-life balance across generations, and the relationship between work-life balance and the psychological well-being of Millennials. Most selected literature was published within the past five years. However, some older literature was pertinent to developing the foundation and background of the study. Additionally, a Biblical search was conducted to understand the relationship between work and personal life from a Biblical perspective. This search strategy included researching where in the Bible the concept of work is mentioned.

Review of Literature

This literature review is structured into five topics. First, generational differences in the workplace are reviewed. Then, theories related to work-life balance and work-life conflict are discussed. Lastly, the three major themes of this study across generations are explored: levels of work-life balance, degree of importance, and the relationship between work-life balance and psychological well-being.

Generational differences within the workplace

One unique factor about the current workforce is that most organizations have four distinct generations, with ages spanning more than 60 years, working together (Macon & Artley, 2009). With an age range that large, it is expected that each generational cohort will come with its own sets of defining characteristics. Each of these generations, Baby Boomers, Generation X, Millennials, and Generation Z, bring varying beliefs, work ethics, attitudes, values, and expectations to the workplace. While the older generations are nearing retirement or have been

with their organization long-term, Millennials and Generation Z are early into their careers, having not made long-term commitments (Lancaster & Stillman, 2002). Generation X, however, would have established more stability in their careers at this point, in comparison to the younger generations. Due to the multigenerational nature of the current workforce, organizations must continue to adapt to the work values of each generation to recruit, motivate, and retain both new and old employees (Scandura & Williams, 2000).

Baby Boomers

The Baby Boomers are currently among the oldest generations currently active in the workforce. For the current study, Baby Boomers are described as individuals born on or between the years 1946 and 1964 (Lancaster & Stillman, 2002). Based on being the oldest of the four generations in this study it can be inferred that Baby Boomers have been in the workforce longer than any of the other three generations. While many Baby Boomers are now in positions of authority within their organizations, it is also common to see them at all levels of the hierarchy (Gibson et. al., 2008). Researchers have developed a list of generational descriptors for Baby Boomers in the workplace. Some of these characteristics include being entitled, materialistic, optimistic, workaholic, self-absorbed, competitive, comfortable with change, company loyal, tech conservative, and idealistic (Gibson et. al., 2008).

Cook (2015), Hammill (2005), and Wasserman (2007) took things a step further to develop a list of characteristics of Baby Boomers, as well as other generational cohorts regarding personal, lifestyle, and workplace characteristics. These researchers sought to describe Baby Boomers and their core values, family, education, financial habits, work ethic and values, what work means to them, their interactive styles, communication, feedback and rewards, ideal leaders, work and family, and their special interests. To fully understand the differences and

similarities between Baby Boomers and Millennials in the workplace, a comparison is warranted. Cook (2015), Hammill (2005), and Wasserman (2007) indicated that the overall core values of Baby Boomers are optimism and involvement. This is different from what we have seen in Millennials, as they value realism. For work ethic, it is common knowledge that Baby Boomers have been described as workaholics. Researchers indicate that Baby Boomers are workaholics, they work efficiently and desire quality. In contrast, Millennials are known for multitasking, are goal-oriented, entrepreneurial, and always wonder what's next. Baby Boomers have described work as an exciting adventure, while Millennials describe work as a means to an end. For communication in the workplace, Baby Boomers prefer in-person communication over the communication style of Millennials, who prefer email. When it comes to work and family, Baby Boomers express having no balance, suggesting that they live to work. Millennials, however, indicate having balance, due to the idea of only working to live.

Along with the many defining characteristics of the Baby Boomer generation, The Center for Generational Kinetics (2016) also indicated several converging trends for Baby Boomers in the workforce. These findings suggest that the Baby Boomer generation as a whole is not in a financial position to retire, they want to work until an older age, and they are financially supporting their adult children well into their late 20s and 30s (The Center for Generational Kinetics, 2016). These trends may explain why Baby Boomers possess the many characteristics that they do, such as having no value of work-life balance, living to work, and being described as workaholics. Unlike the younger generations, it seems as if Baby Boomers have no other choice. As this generation begins to transition out of the workforce, managers who have dealt with the Baby Boomer generation may face extreme difficulty adjusting to the new ways of thinking and behaving of the newer generations.

Generation X

Just like any other generational cohort, Generation X also brings their defining characteristics into the workforce as a whole and each individual workplace. For the present study, individuals belonging to Generation X are those born on or between the years 1965 and 1980. Generation X has also been known as “Busters”, “Baby Bust”, and the “Lost Generation”, known for being self-reliant (Darby & Morrell, 2019). Generation X has been described as a generation that feels the weight of responsibility over others (Sobrino-De Toro et al., 2019). When looking at the history of each generation, Generation X seems to stand out with differences. Vejar (2008) suggested that this generation was exposed to high rates of parental divorce and higher rates of their mothers’ pursuing higher education degrees. This generation also experienced their mothers’ attaining jobs that were previously reserved for men and dominated by men (Vejar, 2008). With these major changes in family dynamics, transitioning from the traditional family roles, Generation X grew up with less parental supervision than other generations, which resulted in them building strong networks with those outside of their immediate families (Vejar, 2008). While this may seem irrelevant, these factors contribute largely to how Generation X behaves in the workplace, what they value, and their expectations for work.

In general, intergenerational diversity is needed to sustain today’s work environment (Sobrino-De Toro et al., 2019). Results have shown that differences exist between generational groups that coexist within the workplace, specifically indicating the differences between the older generations (Baby Boomers and Generation X), and the younger generations (Millennials and Generation Z) (Sobrino-De Toro, 2019). Generation X employees are currently commonly seen in senior management or middle management positions (Usmani et al., 2019). They have

been termed by researchers as the most ignored and misunderstood generation (Usmani et al., 2019). Anitha (2014) studied workplace attitudes, describing them as the behavior of employees within an organization. Generation X's attitudes were described as cool, calm, and composed, compared to Millennials, who were described as self-motivated, efficient, and proactive (Anitha, 2014). Salahuddin (2010) sought to understand and explain generations in the context of the workplace. This study suggested that employees from Generation X prefer to work independently, completing tasks with ease when given autonomy (Salahuddin, 2010). Generation X was also described as playing an essential role in organizational development and having more chances to maintain a good employment relationship compared to the millennial generation (Salahuddin, 2010).

This generation wants to make an impact on society and needs to see that the accomplishments that they have made are valued by their employer (Hanafi, 2020). Additionally, Generation X wants to be a part of their employers' success (Hanafi, 2020). While Millennials expect and value flexibility over autonomy within the workplace, Generation X places more importance on job autonomy (Thiruchanuru & Saileela, 2018). Generation X are also known to question authority within the workplace (Darby & Morrell, 2019). Based on the accounts from Generation X, the experiences of their childhood have left them with a negative perspective of work. This seems to have also influenced the interactive style of Generation X, which has been indicated as entrepreneurial, unlike the Baby Boomers who have been classified as team players (Cook, 2015; Hammill, 2005; & Wasserman, 2007). Generation X also values direct, immediate communication, as well as healthy work-life balance. Studies have also revealed that Generation X gives more importance to money and status, preferring these more than Baby Boomers and Millennials (Thiruchanuru & Saileela, 2018).

Based on what is currently known about Generation X, a combination of both Baby Boomer and Millennial characteristics can be seen. This generation values direct and immediate communication like the Baby Boomers. However, researchers suggest that this generation resembles Millennials as they are flexible, entrepreneurial, and comfortable with technology (Ritter, 2014). Just like Millennials, Generation X desire to have a flexible schedule that allows time for both work and personal domains. Generation X are also likely to have multiple employers and careers, just like the millennial generation (Ritter, 2014). Generation X's defining characteristics in the workplace have been largely influenced by their history and upbringing.

Millennials

Research on Millennials in the workplace continues to grow as the dynamics of the workplace change. Many researchers, organizations, and employers have been interested in understanding what Millennials are looking for within the workplace, what makes a job attractive to them, and what aspects of a job will influence their retention. Understanding these key aspects will help organizations develop jobs that can attract and maintain millennial employees. Additionally, management will be able to tailor its current policies and procedures to the wants and needs of the millennial cohort.

For the current study, Millennials have been defined as individuals born on or between the years 1981 and 1996. Omilion-Hodges & Sugg (2018) suggest that while research has begun to disprove many stereotypes about Millennials in the workplace, there's an existing gap in research concerning the millennial cohort and their predecessors. There has, however, been an abundance of research written about this generation from professionals of academia, but hardly any from the voice of the actual millennial cohort. Trends in research have suggested that by the year 2025, Millennials will make up 75% of the global workforce (Omilion-Hodges & Sugg,

2018). With this drastic change in workplace dynamics, employers and managers will likely face challenges in recruiting, training, retaining, and motivating these employees (Twenge et al., 2010).

There has been an abundance of descriptive research on Millennials in the workplace, but a lack of empirical research. Based on the descriptive research, researchers have been able to determine some key characteristics of Millennials in the workplace. However, not all of these characteristics are complementary. For example, while Tulgan (2009) suggested that Millennials are considered to be the most high-maintenance cohort of the workforce in the history of the world, others have suggested that Millennials may also be the most productive within the workplace (Burkus, 2010). While some have considered Millennials to be lazy or hard to work with, others have suggested that this generation is collective (Omilion-Hodges & Sugg, 2018), optimistic, tenacious, willing to get involved, and hard-working (Farthing, 2013).

Millennials differ from each other generation in a variety of ways. First and foremost, according to the 2015 United States Census Bureau, the millennial generation is the most diverse generation, with 44.2% belonging to a minority group (Calk & Patrick, 2017). Diversity, brings a slew of different ideas, values, and beliefs. Unlike the older generations, Millennials have always had technological access, which is a large component of their lives and overall being (Calk & Patrick, 2017). Being advanced in technology allows Millennials to have a slight advantage over older generations who were not born and raised with technology. The values of the millennial cohort are also a bit different from the generations to come before and after them. Lancaster & Stillman (2002) suggested that Millennials are more realistic, placing a higher value on positive reinforcement, autonomy, and diversity. Additionally, Millennials have been known to value fulfilling work, teamwork, self-management, personal productivity, and social consciousness

(Meister & Willyerd, 2010). Unlike older generations, Henderson (2012) suggested Millennials also prioritize a positive work environment over higher pay, are willing to travel frequently for work, and value making a difference over obtaining recognition.

A significant area of study on Millennials in the workplace involves workplace happiness and work motivation. Understanding what makes Millennials happy and how to keep them motivated is extremely important in today's workforce. Researchers have defined many characteristics that contribute to workplace happiness and motivation. Some of those defining factors that have been shown to increase workplace happiness and motivation for Millennials are meaning at work, workplace autonomy, and work-life balance (Yap & Zainal Badri, 2020). Researchers have suggested the proof of meaningful work for Millennials with the notion that in a sample of 100,000 employees in North America, Europe, and Asia, half of the respondents were willing to accept a lower salary, in exchange for meaningful work (Yap & Zainal Badri, 2020). These researchers found a significant relationship between workplace happiness and meaningful work for Millennials (Yap & Zainal Badri, 2020).

Workplace autonomy is a significant predictor of workplace happiness and motivation for the millennial generation. Workplace autonomy can be defined as a person's ability and freedom to do things that are meaningful and exciting to them (Gagne & Bhave, 2011). This idea of workplace autonomy comes from the self-determination theory, which suggests that it is inherent for human beings to need to feel autonomous (Yap & Zainal Badri, 2020). For Millennials to feel happy and motivated at work, they must have some sort of autonomy and freedom of decision-making. Fisher (2010) found that workplace autonomy is positively correlated with workplace motivation, productivity, and workplace happiness.

Work-life balance, which the current study proposes to explore, is a good predictor of workplace happiness and motivation for millennial employees (Yap & Zainal Badri, 2020). Work-life balance has been defined as the fit between work and personal life and has been deemed a critical factor in employee happiness and motivation (Yap & Zainal Badri, 2020). Grzywacz & Butler (2008) studied the impact of a weak work-life balance. They found that a weak work-life balance can be associated with increased blood pressure and heart rate (Grzywacz & Butler, 2008). Additionally, studies have also shown a range of physical and mental health issues that are linked to poor work-life balance, such as depression (Frone, 2000). Researchers suggest that countries having work policies including effective childcare services and generous leave packages have a direct influence on healthy work-life balance (Lunau et al., 2014).

Just like the older generations, Millennials have entered the workplace with a set of defining characteristics. Those characteristics tell a story about the values, beliefs, and expectations that the millennial generation has in the workplace. As Millennials account for the largest portion of those within the workforce, organizations need to understand these characteristics and make the necessary changes for the betterment of the organization. As Millennials continue to take up more than 50% of the workforce population, their values are pertinent to the success of many current and future organizations.

Generation Z

Generation Z is the latest generation to emerge into the workforce. This generation has been defined as any individual born after 1996 (Pew Research Center, n.d.). As these young, new workers begin to occupy the workplace, there will be another shift in how organizations problem-solve, communicate, and function overall. Generation Z has been known by many other

names such as the Post-millennials, Centennials, and IGen (Racolta-Paina & Irini, 2021). While research on Generation Z in the workplace is fairly new based on their age and time in the workforce, researchers have already suggested that retaining these employees is becoming increasingly difficult, due to them being far more demanding than the generations before them (Racolta-Paina & Irini, 2021).

Researchers have suggested that Generation Z are characterized by their flexible nature, openness to diversity, and independence (Racolta-Paina & Irini, 2021). Kapil & Roy (2014) suggested that compared to older generations, Generation Z are better at learning to accept the many differences related to race, ethnicity, religion and social class in the workplace. While the millennial generation has been described by many researchers and employers with negative qualities, Generation Z is the complete opposite. Generation Z has been described as good listeners, learning-oriented, and creative (Half, 2015). However, due to growing up during the popularity of social media and technology, this generation has also been described as having poor writing skills (Half, 2015). This attribute can be partially a result of the common use of shorthand, abbreviations, the use of emojis, and lack of punctuation on social media and via text messages. Despite their poor writing skills, Generation Z makes up for it with their awareness of the importance of in-person communication (Ferri-Reed, 2016).

In the workplace, researchers have been able to develop an idea of what is most important to Generation Z. Researchers have found that Generation Z has no limits on the location where they are willing to work, including different countries and time zones (Seemiller & Grace, 2016). Lanier (2017) indicated that this generation is the first to expect and embrace workplace diversity. This can be in the form of generational, cultural, gender, or ethnic differences. Some of the most important aspects that Generation Z are looking for in a full-time job are opportunities

for growth within the position or field, meaningful work and making an impact, job security, a stable environment, flexible hours, and good healthcare benefits (Half, 2015).

Much like the millennial generation, and generations that came before, Generation Z entered the workforce with a set of defining characteristics. Some of the main characteristics that can be used to describe Generation Z in the workplace include creativity, ambition, interest in innovation, dynamism, and resistance to standard procedure (Racolta-Paina & Irini, 2021). Researchers have also suggested that this generation has unrealistic wage expectations and the need for continuous development through training programs (Racolta-Paina & Irini, 2021). Much like the millennial generation, when the needs of Generation Z are not met in the workplace, the likelihood of them searching for a new job is high (Racolta-Paina & Irini, 2021). It has been shown that Generation Z has a constant need for change and are not willing to sacrifice their wants and needs in the workplace. However, the overall impact that Generation Z has on the workforce has been described as positive (Racolta-Paina & Irini, 2021).

Work-life balance theories

Role Theory

A “role” can be defined as a set of behavioral expectations attached to a position in a set of social relationships (Merton, 1957; Stryker, 2007; Stryker & Burke, 2000). The role theory acknowledges that individuals play multiple roles in their daily lives. Therefore, one person may have the roles of a parent, spouse, student, and employee all at the same time. Role theory suggests that “different roles require different time and energy commitments” (Zhang et al., 2020, p. 53). The various responsibilities of these roles in multiple domains, such as work and personal life, are often incompatible, which may lead to inter-role conflict (Zhang et al., 2020). According to Kahn et al. (1964), role conflict occurs when two or more sets of pressures occur at

the same time in a way that compliance with one set makes it more difficult to comply with the other set. It has been acknowledged that balancing multiple roles often leads to competition for resources such as time and energy, which then leads to strains and conflict (McAuley et al., 2000). To further understand role theory, one must understand the inter-role conflict theory.

Inter-role conflict theory

Inter-role conflict theory, which is sometimes called the opposition or incompatibility theory, refers to the challenges of meeting the demands or requirements of one role, due to the demands or requirements of another role (Bello & Tanko, 2020). The concept of inter-role conflict was originally developed when Gouldner (1958) argued about the clash of roles in professionalism and bureaucratism. After Gouldner's (1958) work, many others came forward with their ideas of inter-role conflict and why it occurs. Greenhaus & Beutell (1985) suggested that a person faces inter-role conflict when the requirements of one role affect their ability to meet the requirements of another role. Hecht & McCarthy's (2010) definition of inter-role conflict is similar to the premise of the scarcity theory. These researchers suggested that "once resources are exhausted in one role; they are not available for other roles" (Hecht & McCarthy, 2010, p. 632). Cheng & McCarthy (2013) indicated that attitudes and behaviors in one role can transfer and impact another role, which has been shown in the spillover theory. Westring & Ryan (2010) simply defined inter-role conflict as a phenomenon that occurs when participation in one role inhibits effective performance in another role. Despite the many definitions of inter-role conflict, research has shown common themes related to this theory. Studies have shown that high levels of inter-role conflict are likely to lead to low levels of general well-being and overall life satisfaction (Giancola et al., 2009). Greenhaus & Beutell (1985) noted that inter-role conflict is significantly correlated with increased depression, alcoholism, health complaints, burnout,

decreased job satisfaction, decreased life satisfaction, and a decrease in quality of family life. Additionally, evidence has shown positive associations between inter-role conflict and psychological strain, life stress, and turnover (Parasuraman et al., 1992).

Compensation Theory

The compensation theory suggests that there's an inverse relationship between work and personal life domains (Zhang et al., 2020). This theory assumes that individuals devote more time and energy to the domain that they enjoy, to compensate for their dissatisfaction with the other domain (Zhang et al., 2020). In other words, Lambert (1990) suggested that workers try to compensate for a lack of satisfaction in one domain by trying to find more satisfaction in the other (Matthew & Natarajan, 2014). Contrary to most research on work-life balance, compensation theory predicts that the workplace and personal life are a part of the same environment (Matthew & Natarajan, 2014). Other researchers, like Staines (1980) defined the compensation theory as a negative relationship between work and personal life domains. This builds on the idea of there being an inverse relationship between the two, suggesting that negative work experiences could be associated with positive personal experiences, and vice versa (Staines, 1980). An example of the compensation theory could be a person experiencing marital problems, investing an extreme amount of time and energy into their work. Edwards & Rothbard (2000) noted two specific forms of compensation that have been distinguished in literature. The first form suggests that a person may lessen their involvement in the domain that is dissatisfying and increase their involvement in the satisfying domain (Edwards & Rothbard, 2000). Additionally, the second form of compensation suggests that a person may respond to their dissatisfaction in one domain by pursuing rewards in the other domain (Champoux, 1978).

Zedeck (1992, p. 10) indicates that the second form of compensation can be “either supplemental or reactive in nature”.

Like the compensation theory, the accommodation theory also notes an inverse relationship between domains, suggesting that workers may curb their work involvement to better accommodate their personal life (Lambert, 1990). Lambert (1990) described the accommodation theory as “insightful in seeing the work-life conflict as a consequence of individuals actively choosing which domain and role they are willing to devote to” (p. 247).

Border Theory and Boundary Theory

The border theory suggests that different aspects of life happen inside spaces that are divided by borders (Clark, 2000). This theory assumes that people’s roles in different life domains are separated by borders that may be temporal, physical, or psychological. Therefore, it is assumed that the ease and limit with which individuals switch between work and personal life domains depend on their level of control in balancing the two (Bello & Tanko, 2020). The hypothesis of this theory addresses the issues of crossing borders between the areas of work and personal life (Akinyele et al., 2016). The border theory suggests that the level of integration of domains is determined by the flexibility and permeability of the boundaries between work and family life (AlHazemi & Ali, 2016). When boundaries are flexible, it is expected that there will be integration between work and personal life domains (Clark, 2000). Therefore, when domains are integrated, transitions are easier from one domain to the next, but conflict between the domains is more likely (Clark, 2000). However, when the domains remain as separate entities, transitions between domains require more effort, but it is less likely for work-life conflict to occur (Bellavia & Frone, 2005).

The boundary theory and the border theory go hand in hand by focusing on different domains being segmented and integrated (Zhang et al., 2020). This theory has been considered an important contribution to theoretical history as it provided a strong start for literature exploring the boundaries between work and personal life (Pradhan, 2016). Ashforth et al. (2000), defined the boundary theory as “a way that individuals create and maintain boundaries as a means of simplifying and ordering the environment” (p. 474). The boundary theory focuses on the meanings that people assign to personal life and work domains (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). Unlike most work-life balance theories, the boundary theory views the work and personal life domains on a continuum, ranging from segmentation to integration (Voydanoff, 2005). It has been suggested that although there is a continuum ranging from segmentation to integration, the chances of an individual displaying complete segmentation or complete integration are unlikely (Baltes et al., 2006). This theory was later refined by the border theory (Pradhan, 2016).

Both the boundary and border theories suggest that if an individual manages work and personal life domains separately, less conflict will be experienced (Pradhan, 2016). However, integrating these life domains makes for an easier transition between the domains (Pradhan, 2016). Both of these theories also suggest that the segmentation and integration of work and personal roles can lead to positive outcomes (Ashforth et al., 2000).

Spillover Theory

The spillover theory has been coined as one of the most popular theories examining work and family (Matthew & Natarajan, 2014). This theory also has been shown to have the most supporting evidence (Matthew & Natarajan, 2014). The spillover theory suggests that the experiences or skills from one domain can be transferred into another domain (Zhang et al.,

2020). In addition to experiences and skills, it is also common for emotions, behaviors, and attitudes to transfer to one domain from another (Kelly & Voydanoff, 1985). The effects of the spillover theory can be positive or negative, depending on the similarities or differences in domains. Staines (1980) defines the relationship as positive whenever positive work experiences are associated with positive personal life experiences. An example of this positive relationship between work and personal life domains could be the joyfulness of an employee receiving a promotion at work, being transferred into a positive experience in their personal life. Similarly, the relationship can be defined as negative whenever negative work experiences are associated with negative experiences in the personal life domain (Staines, 1980). An example of this could be a person getting demoted at work, causing negative experiences in their personal life.

One unique aspect of this theory is the idea that work and personal life are integrated. Young & Kleiner (1992) indicates the absence of boundaries between work and personal life domains, suggesting that what happens at work will also happen at home. Sirgy et al. (2001) noted two types of spillover, including horizontal spillover and vertical spillover. Horizontal spillover refers to how one life domain influences a neighboring domain (Sirgy et al., 2001). Vertical spillover, however, is a bit more complex. This idea suggests that spillover occurs within a hierarchy (Sirgy et al., 2001). It is common for individuals to rank life domains in a hierarchical order. At the top would be a person's most important life domain. Vertical spillover refers to the idea that satisfaction or dissatisfaction with any of the main life domains spills over into other domains in the hierarchy (Sirgy et al., 2001). As a whole, the spillover theory recognizes the influence that work and personal life have on one another.

Scarcity Theory

The scarcity theory, also known as the resource drain theory, is one of the most often cited theories in work-life balance literature (Baltes et al., 2009). The scarcity theory assumes that resources such as time, energy, and attention are finite (Baltes et al., 2009). Therefore, the more energy, time, or attention spent in one domain, lessens the amount available for the other domain (Frone, 2003). When talking about the scarcity theory, it is common for the conflict theory to also be referenced. This theory suggests that work and personal life domains are incompatible due to the differences in norms and responsibilities between the two (Greenhaus & Beutell, 1985). Baltes et al. (2009) suggest that by understanding both theories, scarcity and conflict, it could be assumed that exposure to stressors in one domain may lead to irritability or fatigue with those problems, which would then limit an individual's ability to meet the demands of the other domain, therefore causing work-life conflict. Simply put, the more roles that a person engages in, the greater pressure on their time, energy, and attention (Barnett & Gareis, 2006).

Similar to the scarcity theory, researchers coined the idea of the expansion theory, which also focuses on an individual's ability to juggle multiple roles. Researchers of the expansion theory also believe that occupying multiple roles can lead to conflict between work and personal life domains (Korabik & Whitehead, 2008). A major difference in the expansion theory, however, is the idea that occupying multiple roles can also lead to positive effects on psychological health and overall well-being (Korabik & Whitehead, 2008). Based on the many theories of work-life balance, the expansion theory and its notions tend to be overlooked within literature.

Levels of Work-life Balance/Conflict

As the demands of both work and personal life continue to grow, it is difficult to achieve that “perfect” work-life balance for many employees. Over the past few years, there has been an increasing amount of time that people are spending in the workplace, with less time available for their personal lives (Aydemir et al., 2016). It was expected that advances in technology would soon lead to more productivity, allowing employees the opportunity to spend more time in their personal life, and less at work (Smith, 2010). However, despite those expectations, people continue to work long hours, while struggling to maintain a healthy balance between work and personal life domains (Smith, 2010).

The levels of work-life balance vary across generations, showing significant differences. Millennials have suggested that jobs are incredibly demanding, providing no opportunity for a healthy work-life balance (Smith et al., 2013). Millennials note the struggles of having a home life that is important to them and the importance of getting a good start in their career (Smith et al., 2013). Additionally, Millennials have suggested that it was easier for past generations to be more effective in balancing work and personal life domains, mostly due to technology (Smith et al., 2013). With new technology advances, it is more likely that each generational cohort will face the challenges of separating work and home domains due to the portability of work, which makes them more likely to cross the lines of work into the personal life domains.

Generation X, however, suggested that older generations of women did not have to work, therefore making it easier to obtain a balance (Smith et al. 2013). Baby boomers suggested that a key difference in generations is that the younger generations don’t live to work, like the Baby Boomers, suggesting that Baby Boomers created the 80-hour workweek and feel guilty for taking time off (Smith et al., 2013). Bennett et al., (2017) findings suggest that there are generational differences in both directions. Out of all generations, Generation X reported the most work-life

conflict, followed by Millennials and Baby Boomers (Bennett et al., 2017). This trend in findings indicates the degree to which their work interferes with their family life. Furthermore, Baby Boomers, exhibited more family-work conflict, followed by Generation X, and then Millennials, suggesting the degree to which their home life interferes with work (Bennett et al., 2017).

Unlike most generations, for Millennials, work-life balance is more complex than just one work domain and one life domain. Instead, work-life balance for Millennials includes balancing work, life, community involvement, and self-development (Janeska-Iliev et al., 2019). Therefore, while this generation may truly value the importance of work-life balance, due to its many layers in their lives, work-life balance is not an easy task to accomplish.

Hypothesis 1: Millennials will report lower levels of work-life balance than Baby Boomers, Generation X, and Generation Z.

Importance of Work-life Balance

The importance of achieving a healthy work-life balance has been shown in numerous studies over the years. Researchers have provided evidence supporting its importance concerning overall personal health, psychological well-being, productivity, organizational commitment, retention, and overall satisfaction. Yang et al. (2018) studied the work-life balance and psychosocial well-being of South Korean workers. In this study, researchers suggested that successfully balancing work and non-work time is challenging, no matter the individual's life stage or profession (Yang et al., 2018). The results of this study showed that those with good work-life balance scored significantly higher on psychosocial well-being (Yang et al., 2018). The results also showed significantly poorer psychosocial well-being for those who work more than 53 hours per week, low-level job autonomy, low-level support, insecure work, older age, and

blue-collar positions (Yang et al., 2018). Overall, this study showed the importance of a healthy work-life balance concerning psychosocial well-being.

Nordenmark et al. (2012) explored the relationships between demands and control at work, work-life balance, and the well-being of self-employed men and women in Europe. Researchers in this study realized that although self-employed individuals have been deemed important to the economy, there is not much research done to understand the relationship between the psychosocial working conditions and the work-life balance of the self-employed (Nordenmark et al., 2012). Researchers in this study measured work-life balance using two simple questions: “How often do you keep worrying about work problems when not working?” and “How often do you feel too tired after work to enjoy things you would like to do at home?” (Nordenmark et al., 2012, p. 6). The results of this study showed that demands and control in work affect the well-being and ability to balance work and non-work domains of the self-employed (Nordenmark et al., 2012). The implications of this study suggested that high levels of job control and job demands have been negatively associated with work-life balance (Nordenmark et al., 2012). Therefore, to attain a healthy work-life balance, employees need a sense of control and autonomy over their positions.

In another study (Hsu et al., 2019), the importance of work-life balance is shown as it relates to long hours. One of the research questions of this study sought to investigate if long hours affect work-life balance and job satisfaction. The results of this study suggested that higher working hours caused higher levels of stress and greater work-life conflict (Hsu et al., 2018). Results also indicated that higher levels of perceived control over time seemed to have the effect of increasing both work-life balance and job satisfaction (Hsu et al., 2018).

Mukanzi & Senaji (2017) addressed the importance of a healthy balance between work and personal life domains as it relates to employee commitment. The sole purpose of this study was to investigate the relationship between work-family conflict and employee commitment. This study also focused on exploring the moderating effect of perceived managerial support on the relationship between work-life conflict and employee commitment (Mukanzi & Senaji, 2017). In this study, employee commitment was defined as believing in and accepting the goals and values of the organization, by the employees (Mukanzi & Senaji, 2017). The results of this study suggested that work-family conflict has a positive relationship with affective commitment, continuance commitment, and normative commitment (Mukanzi & Senaji, 2017). It was also suggested that perceived managerial support significantly moderated the relationship between work-family conflict and employee commitment (Mukanzi & Senaji, 2017). Implications of this study suggested that managers minimize work-family conflict to ensure a better work-life balance for employees, which would then lead to higher levels of employee commitment (Mukanzi & Senaji, 2017).

Based on what is known about the importance of work-life balance in general, it may be assumed that work-life balance would be important to everyone, equally. However, every generation has been influenced by a multitude of forces that distinguish them from those who grew up during different times. Therefore, individuals from different generations have different sets of values, which may then influence what they prefer within the workplace. When it comes to the value and importance of work-life balance, it is expected to see major differences across generations. According to many common beliefs, Generation X and Millennials are said to “work to live”, while Baby Boomers “live to work” (Lancaster & Stillman, 2003). The importance and values that Generation X and Millennials have placed on leisure describe their

desire for work-life balance (Twenge et al., 2010). Van de Ven (2011) and Crampton & Hodge (2007) developed a summary of generational differences about work-life balance. It was suggested that Baby Boomers could be categorized as hard workers, loyal to their organization, and not set such high expectations of achieving work-life balance (Crampton & Hodge, 2007; Van de Ven, 2011). Additionally, Baby Boomers have always been hesitant about taking too much time off from work for fear of losing their job (Crampton & Hodge, 2007; Van de Ven, 2011).

Generation X, on the other hand, can be described as shifting away from traditional family roles, being less loyal to organizations, less fixated on titles and status, setting value on achieving work-life balance, and suggests that work should not be the most important part of an individual's life (Crampton & Hodge, 2007; Van de Ven, 2011). Additionally, Generation X has seen their parents (Baby Boomers) as workaholics, which has influenced Generation X to focus on a clearer balance between work and personal life (Crampton & Hodge, 2007; Van de Ven, 2011).

Millennials continue to search for a healthy balance between work and personal life domains. They hope to have meaningful life experiences everywhere, prefer flexible work arrangements and have high expectations while actively seeking work-life balance (Crampton & Hodge, 2007; Van de Ven, 2011). Sánchez-Hernández et al, (2019) have shown that Millennials and Generation Z are demanding work environments that are supportive of work-life balance, specifically work flexibility.

Generation Z has been said to have different expectations than other generations. This generation is characterized by valuing workplace flexibility and work-life balance (Ozkan & Solmaz, 2015). Studies have found that work-life balance is one of the main factors that

influence employee involvement in Generation Z. Rachmadini & Riyanto (2020) suggest that further research is needed regarding work-life balance as Generation Z enters the workforce.

While there is not much research on Generation Z and their preferences in the workplace concerning work-life balance, based on trends, it can be assumed that this generation will place high importance on work-life balance and workplace flexibility.

Hypothesis 2: Millennials will place more importance on work-life balance than Baby Boomers, Generation X, and Generation Z.

The Relationship between Work-life Balance/Conflict and Psychological Well-being

Psychological well-being has been typically referred to as a sense of happiness or a lack of psychological distress (Grossi et al., 2006). Trudel-Fitzgerald et al. (2019), however, suggested that psychological well-being is a complex and multifactorial construct. It reflects more than just the absence of psychological distress, but instead is a state of complete physical, mental, and social well-being. Distinct dimensions of psychological well-being have been proposed. These include hedonic well-being (feeling happy), evaluative well-being (being satisfied with life), eudaimonic well-being (finding purpose in life or having a sense of mastery and autonomy in one's own decisions), and other constructs that contribute to feeling whole or well (optimism) (Trudel-Fitzgerald et al., 2019).

The issue of work-life conflict has shown its significance as it relates to mental health and psychological well-being. Issues of mental health are one of the most common effects of stress within the workplace (Buonomo et al., 2020). Psychological distress and well-being have been measured through levels of anxiety, depression, stress, and burnout (Buonomo et al., 2020). With work-life conflict being a psychological phenomenon (Obrenovic, 2020), it is no surprise

the effects that it can have on one's psychological well-being. Greenhaus & Beutell (1985) suggested that work-life conflict leads to psychological distress and diminished life satisfaction. Additionally, work-life conflict has been known to be associated with many health risks such as increased smoking and alcohol consumption, weight gain, depression, anxiety, and heart-related illnesses (Meenakshi, 2013). Researchers have indicated seven key factors that affect the balance between work and life domains. These include control over schedule and hours worked, total weekly hours worked, number of children at home, age, gender, and income (Meenakshi, 2013). Prior research has found significant relationships between work-life conflict and psychological well-being.

As mentioned, research on the impact of work-life conflict on psychological well-being in general, is a very common area of study. Many of these studies have come to similar conclusions, suggesting the negative impact that work-life conflict has on one's psychological well-being. Anagha & Kanchan (2019) studied the psychological well-being and work-life balance of female nurses. In this study, four specific dimensions were investigated, including work spillover into personal life, spillover on work, work-life behavioral enhancers, and work-life behavioral constrainters (Anagha & Kanchan, 2019). The results of this study revealed a significant positive relationship between work-life balance and psychological well-being (Anagha & Kanchan, 2019). A 2020 study (Mensah & Adjei) sought to understand the relationship between work-life conflict and self-report health. In this longitudinal study, researchers found a strong correlation between work-life conflict and poor health (Mensah & Adjei, 2020). Kafetsios (2007) examined the relationships between work-family conflict, affect at work, and gender to determine whether or not they affected job satisfaction and psychological well-being. The sample of participants came from those who fit the criteria of at least one of the

following: work at least 20 hours per week, be married or cohabitating, have children at home, or all of these together (Kafetsios, 2007). In reference to the impact of work-family conflict on psychological distress, results showed a positive correlation, suggesting that higher levels of work-family conflict are associated with higher levels of psychological distress (Kafetsios, 2007). In another study, Neto et al. (2018) explored work-family conflict and mental well-being. In this observational cross-sectional study, results suggested that work-family conflict is a risk factor for reduced mental well-being (Neto et al., 2018).

While many studies have researched the effect of work-life balance on psychological well-being, only a few have made distinctions or concluded based on generational cohort. Beutell (2013) and Bennet et al. (2017) were two of very few studies that have done this. The way that work-life conflict impacts individuals can be based heavily on generational experiences and expectations. Beutell (2013) studied the effects of work-life conflict, finding that mental health and job pressure were the best predictors for each generational group. In this study, Millennials were the only generation where health was significantly related to work-life conflict (Beutell, 2013). Additionally, Bennett et al. (2017) explored the differences in work-life balance across generations and life cycles. The results suggested significant differences in the impact of work-life conflict among Millennials, Generation X, and Baby Boomers (Bennett et al., 2017). Generation X reported the most work-life conflict, followed by Millennials and then Baby Boomers (Bennett et al., 2017).

Hypothesis 3: As work-life balance increases for Millennials, their psychological well-being will increase.

Biblical Foundations of the Study

From a Biblical perspective, the Bible doesn't specifically teach us to juggle between work and personal life domains. In fact, the Bible does not even make a distinction between work and family life because these domains were often integrated in ancient times. However, there are still passages that attest to our need for work-life balance. Colossians 3:23-24 reminds us that whatever we do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward (*English Standard Version*, 2001, Colossians 3:23-24). Additionally, Proverbs 23:4 and Psalm 127:2 can also be used to understand the importance of work-life balance. Proverbs 23:4 encourages us to not wear ourselves out trying to get rich; but to be wise enough to know when to quit (*English Standard Version*, 2001). Lastly, Psalm 127:2 tells us that it is useless to work so hard from early morning until late at night. God gives rest to his loved ones (*English Standard Version*, 2001).

When considering the idea of work, conflict, and distress in general, psychological well-being, and overall health, the Bible has a lot to say on these topics. When thinking about work, it is not uncommon to find difficulty in understanding the concept from a Biblical perspective. To truly achieve that work-life balance that we all so desire, the reason we are working must first be understood. We must remember that we work for the Lord, and not man. Just that perspective alone can change the idea and views on balancing work and life. Proverbs 16:3 reminds us to "commit our work to the Lord, and our plans will be established" (*English Standard Version*, 2001). We also see in Colossians 3:17, we are reminded that "whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him" (*English Standard Version*, 2001).

Based on previous research and current studies, it is known that work-life conflict comes with many negative outcomes and consequences. Negative trends have been shown in both

mental health and overall health. Despite what is common, it is important to remember the teachings of the Bible. The Bible speaks against worry and distress, which one may experience concerning balancing work and personal life. Philippians 4:6-7 reminds us to not be anxious about anything but to let our requests be known to God, who will grant us the peace that surpasses all understanding (*English Standard Version*, 2001). When the conflict between work and personal life feels too much for one person to handle, it is important to cast one's anxieties on Him because He cares for you (*English Standard Version*, 2001, 1 Peter 5:7) and he will sustain you (*English Standard Version*, 2001, Psalm 55:22).

Lastly, the Bible speaks heavily on how the Lord will restore our health and the importance of maintaining good health. If an individual is struggling to maintain a healthy balance between work and personal life, more than likely it will result in a negative impact on their health. The Bible, however, reminds us that our body is a temple of the Holy Spirit and that we are not our own (*English Standard Version*, 2001, 1 Corinthians 6:19-20). Therefore, it is important to be mindful of the negative effects of work-life conflict and to do whatever we can to mitigate the effects to maintain our health. Exodus 23:25 tells us that "You shall serve the Lord your God, and He will bless your bread and your water, and I will take sickness away among you" (*English Standard Version*, 2001). This scripture is a reminder that as we work for the Lord, he will heal us of the anxieties and sickness that we may experience due to work-life conflict. We are also reminded that a joyful heart is good medicine, but a crushed spirit dries up the bones (*English Standard Version*, 2001, Proverbs 17:22). Similarly, Proverbs 12:25 reminds us that anxiety in a man's heart weighs him down, but a good word makes him glad (*English Standard Version*, 2001).

Summary

With a workforce as diverse as it is today, it is important to understand different perspectives and impacts of work-life balance/conflict. While Baby Boomers, Generation X, Millennials, and Generation Z all work together in shared spaces within the workforce, based on the Pew Research center's analysis of the U.S Census Bureau, it is known that Millennials make up the largest portion of these workers. Therefore, it is important to understand how Millennials experience, perceive and are affected by work-life balance compared to other generations. Several theories have laid the foundation for studies on work-life balance. Some of these include role theory, inter-role conflict theory, compensation theory, accommodation theory, boundary theory, border theory, spillover theory, and scarcity theory. Each of these theories aids in explaining the complexity of work-life balance. Based on previous literature, different trends have suggested differences in perception, value, and the relationship between work-life conflict and psychological well-being based on generational cohort. Biblically, while we are not told specifically how to effectively balance work and personal life domains, the Bible does give us guidance on working for the Lord and not man, but also encourages us to know when to quit (*English Standard Version*, 2001).

CHAPTER 3: RESEARCH METHOD

Overview

The purpose of this study was to explore how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations. In this chapter, a comprehensive description of the procedures of the study will be shown. To explore this phenomenon of work-life balance, a quantitative survey study was administered. This survey study used self-report measures to understand the levels of work-life balance and the importance of work-life balance of Millennials compared to Baby Boomers, Generation X, and Generation Z. Additionally, the study explored the relationship between work-life balance and psychological well-being for Millennials. The targeted populations for this study were those who fell within one of the specified generations, worked at least 40 hours per week, and resided in the United States of America at the time of the study.

Participants were recruited through the online platforms of Facebook, LinkedIn, Twitter, and Liberty University's doctoral commons. The instruments used to measure the variables in this study were the Work-life Balance scale (Hayman, 2005), the Psychological Well-being scale (Ryff et al., 2007), and two questions used to determine the importance of work-life balance. A Kruskal-Wallis test was conducted to analyze Hypothesis₁ and Hypothesis₂. Hypothesis₃ was analyzed using Spearman's correlation.

Research Questions and Hypotheses

RQ1: How do Millennials differ in levels of work-life balance when compared to other generations?

RQ2: How do Millennials differ in their perceived importance of work-life balance when compared to other generations?

RQ3: What is the relationship between work-life balance and the psychological well-being of Millennials?

H₁: Millennials will report lower levels of work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₁: There will be no statistically significant difference in the work-life balance of Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₂: Millennials will report higher levels of importance placed on work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₂: There will be no statistically significant difference in the importance placed on work-life balance by Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₃: As work-life balance increases for Millennials, their psychological well-being will also increase.

H₀₃: There will be no statistically significant relationship between the work-life balance and the psychological well-being of Millennials.

Research Design

This non-experimental, survey research design was used to understand the differences in work-life balance across generational cohorts. Survey research involves the use of self-report measures on carefully selected samples (Converse, 1987). Kraemer (1991) defined a survey as a way to gather information about the characteristics, actions, or opinions of a large group of people. Surveys can also be used to assess needs, examine impact, and evaluate demand (Kraemer, 1991). According to Kraemer, there are three basic tenets in survey research: (1) survey research is used to quantitatively describe a sectional aspect of a given population which

involves studying the relationship, (2) data are obtained from people, and (3) surveys sample a part of the population which is later used to generalize the whole population. Due to the specific aims of this research, this design was best as it allowed researchers to gather first-hand information from a specific population. This design fulfilled the purpose of this study in two main ways: (1) the variables of interest were measured using self-report, and (2) considerable attention was paid to the issue of sampling. In order to be representative of the general population, large random samples are needed, which is a major component of survey studies.

Both Hypothesis₁ and Hypothesis₂ were analyzed using a Kruskal-Wallis test. The Kruskal-Wallis test is a nonparametric approach to the one-way analysis of variance (ANOVA). Therefore, when the data does not meet the assumptions of the ANOVA, a Kruskal-Wallis may be another option. The Kruskal-Wallis test was used in this study to assess the differences between three or more groups on a dependent variable. Hypothesis₁ and Hypothesis₂ sought to explore the differences in work-life balance and the importance of work-life balance across four different generations. Green and Salkind (2017) noted three assumptions underlying the Kruskal-Wallis test: (1) the continuous distributions for the test variable are exactly the same for different populations, (2) the cases represent random samples from the populations and the scores on the test variable are independent of each other, and (3) the chi-square statistic for this test is only approximate and becomes more accurate with larger sample sizes.

Hypothesis₃ was analyzed using Spearman's correlation. Hypothesis₃ explored the relationship between work-life balance and psychological well-being for Millennials. Spearman's correlation measures the strength and direction of association between two variables. This test carries two main assumptions: (1) the data must be at least ordinal and (2) the scores on one variable must be monotonically related to the other variable (Green & Salkind, 2017).

Participants

This study surveyed the general public, all across the United States of America. The generations targeted were Baby Boomers, Generation X, Millennials, and Generation Z. To qualify as a participant in this study, one must have identified with one of the specified generations, lived and worked in the United States of America, and be employed full-time, working at least 40 hours per week at the time of the study. To be classified as a Baby Boomer in the study, individuals must have been born on or between the years 1946 and 1964. To be classified as a participant of Generation X, individuals must have been born on or between the years 1965 and 1980. To classify as a Millennial in the study, individuals must have been born on or between 1981 and 1996. To be classified as Generation Z, individuals must have been born on or between 1997 and 2004. Overall, individuals must have been born on or between 1946 and 2004 to participate in this study. All other ages of participants were excluded, including those who fell within Generation Z but were under 18 years of age. Participants were recruited through Facebook, Twitter, LinkedIn, and Liberty University's doctoral commons, where they were administered a digital survey.

A power analysis, using SPSS v.26, was conducted to determine the number of participants needed for the study. The minimum proposed sample size was 388 participants. This ideally consisted of 97 participants for each of the generational cohort groups. This sample size was estimated based on a 5% margin of error required for a 95% confidence interval.

Study Procedures

This study utilized a non-experimental research design. The study was completed online. Participants were recruited through an advertisement on Facebook, LinkedIn, Twitter, and Liberty University's doctoral commons. The snowballing technique was used to disperse the

study to a variety of potential participants. Additionally, a mass email was sent out to doctoral students at Liberty University. The wording of the advertisement will include the following: “*A Study about Work-Life Balance across Generations. Researchers at Liberty University want to learn more about the differences in work-life balance across generations. This study may be a good fit for you if you were born on or between 1946 and 2004, you currently work at least 40 hours per week, and you currently live in the United States of America. Participation in this study is voluntary*”. After providing their informed consent, participants were asked to provide demographic information such as year of birth, age, employment status, hours worked per week and location of residence/work. The average time of completion for the survey was four minutes. All data were collected by the sole researcher.

Instrumentation and Measurement

A web-based survey, created on Survey Monkey, was administered through popular social media sites including Facebook, Twitter, LinkedIn, and Liberty University’s doctoral commons. Participants were asked to complete the survey and submit it online through the link provided. The demographic questions inquired about their year of birth, age, employment status, hours worked per week and location of residence/work. Year of birth and age were used to determine the participant’s generational cohort. All other demographics were used to determine one’s eligibility to participate in the study.

The first scale included in the study was the Psychological Well-Being scale. This scale was developed by Ryff (2007). The original survey was a 42-item scale that measured six aspects of well-being and happiness. The six aspects included autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance (Ryff et al., 2007). For this study, a shortened 18-item version was adapted. This version of the scale also

measured the six aspects of well-being and happiness but used a 5-point Likert scale instead of a 7-point Likert scale. Respondents rated how strongly they agreed or disagreed with the 18 statements, using the 5-point Likert scale. Responses ranged from 1=strongly disagree to 5=strongly agree. Higher scores on this scale indicated higher levels of well-being, while lower scores indicated lower levels of well-being (Ryff et al., 2007). Bayani et al., (2008) indicated that this scale is reliable and valid in measuring psychological well-being, having a reliability coefficient of 0.82.

The next scale that was utilized was the Work-Life Balance scale, developed by Hayman (2005). This scale measured levels of work-life balance with a 15-statement survey. For this study, a shortened 14-item version was adapted. Though shortened, the adapted version of this survey still appeared to be both reliable and valid in examining work-life balance, having a reliability coefficient of 0.91. Statements included “My personal life suffers because of work”, “I find it hard to work because of personal matters”, “I miss personal activities because of work”, and “I am happy with the amount of time for non-work activities”. Answers were measured on a five-point Likert scale, ranging from 1=Strongly Agree to 5=Strongly Disagree. Higher scores on this scale indicated better work-life balance while lower scores on the scale suggested poorer work-life balance.

Lastly, the importance of work-life balance was measured using two simple questions: “How important is work-life balance to you when looking for a job?” and “How important is work-life balance to you when deciding whether to stay on a job?” Answers were measured on a five-point Likert scale. Answer choices included 1= Not at all important, 2= A little important, 3= Neither important nor unimportant, 4= Important, 5= Extremely important. Higher scores on this scale suggested that individuals placed higher importance on work-life balance than others.

Scoring lower on this scale suggested that individuals associated less importance with work-life balance when attempting to find a job or deciding to stay on a job.

Operationalization of Variables

Work-life Balance – this variable is a point scale variable and will be measured by the total score on the Work-life Balance scale (Hayman, 2005).

Importance – this variable is a point scale variable and will be measured by two questions, “How important is work-life balance to you when looking for a job?” and “How important is work-life balance when staying on a job?”.

Psychological Well-being – this variable is a ratio variable and will be measured by the total score on the Psychological Well-being scale (Ryff et al., 2007).

Generation – this is a nominal variable that will be measured by the researcher’s created demographic questionnaire asking participants to select the age category they fall within. There are four specified generations that correspond with the year of one’s birth: Baby Boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1996), and Generation Z (1997-2004).

Data Analysis

First, a test of equal variance was conducted to determine whether or not an ANOVA was the appropriate statistical test to analyze the data set. Performing this test was important because an analysis of variance assumes that although different samples are gathered from populations with different means, they have the same variance. The equal variance was tested using Levene’s test of homogeneity to verify the assumption of analysis of variance.

After the data failed to meet the assumptions of the ANOVA, a Kruskal-Wallis test was then conducted to reveal the differences across four generations (Baby Boomers, Generation X, Millennials, and Generation Z), for both Hypothesis₁ and Hypothesis₂. Unlike the ANOVA, the

nonparametric Kruskal-Wallis test does not assume a normal distribution of the data. This statistical test helped determine whether or not the differences between the groups of data were statistically significant. After the Kruskal-Wallis tests revealed significant results, pairwise comparisons were computed for both Hypothesis₁ and Hypothesis₂. These pairwise comparisons were used to show the specific differences between groups.

Additionally, Spearman's correlation was conducted to determine the relationship between work-life balance and the psychological well-being of Millennials. This test measured the strength and direction of association between the two variables. Spearman's correlation is often used to evaluate the relationships of ordinal variables, which exist in this study.

Delimitations, Assumptions, and Limitations

Delimitations

Delimitations refer to the plausible boundaries set by the researcher to obtain the desired outcome (Dezin & Lincoln, 2011). One delimitation in this study was the potential to limit generalizability, due to the focus on specific age groups (Ross & Bibler Zaidi, 2019). To make comparisons across generations, generational cohorts were established. These specific age groups included Baby Boomers, Generation X, Millennials, and Generation Z. Additionally, certain exclusions, such as those who did not fall within the specified generations and those who did work full time, could have potentially represented systematic bias (Price & Murnan, 2004). However, to generalize findings, eligible individuals must have identified with one of the specified generations. If individuals did not work full-time at the start of the study, they were deemed ineligible for participation due to the scope of the study. The current study seeks to understand the experience of Millennials with work-life balance compared to other generations.

Therefore, a major parameter to measure one's work-life balance, is that one must possess full-time employment and fall within one of the specified generational cohorts.

Assumptions

An assumption in research refers to reasoning that indicates true and logical outcomes of a study (Dezin & Lincoln, 2011). Assumptions in research can be made about the proposed theory, the instruments used, the methodology, the analysis, and the participants in a study. The assumptions of this quantitative survey study include the following (1) a survey research design is appropriate for this study (Ponto, 2015), (2) the appropriate tests, Kruskal-Wallis and Spearman's correlation are used to analyze the data, and (3) participants will willingly participate in the study.

Additional assumptions included those pertaining to the analysis. This study was analyzed using a Kruskal-Wallis test and Spearman's correlation. There are three main assumptions associated with Kruskal-Wallis. Those assumptions are as follows: (1) the continuous distributions for the test variable are exactly the same for different populations, (2) the cases represent random samples from the populations and the scores on the test variable are independent of each other, and (3) the chi-square statistic for this test is only approximate and becomes more accurate with larger sample sizes (Green & Salkind, 2017). Spearman's correlation is also defined by three major assumptions, including: (1) the variables should be measured on an ordinal, interval, or ratio scale, (2) the two variables represent paired observations, and (3) there is a monotonic relationship between the two variables (Green & Salkind, 2017).

Limitations

Limitations consist of potential weaknesses that are out of the researcher's control (Dezin & Lincoln, 2011). These limitations may influence the outcomes and conclusions of the study. Limitations can be introduced during data collection in reference to both the participants, and the instrument used to collect data. In this study, several limitations were identified. In reference to the participants, the study was limited due to self-selection bias and social desirability bias. Self-selection bias refers to the idea that data can only be collected from those participants who decided to enroll in the study (Ross & Bibler Zaidi, 2019). This suggests that respondents' propensity for participating in a study is correlated with the topic that researchers are attempting to study (Lavrakas, 2008). Therefore, in most cases self-selection bias leads to biased data, considering that the respondents who choose to participate will not truly represent the entire target population of the study (Lavrakas, 2008). Social desirability bias refers to the tendency to present oneself in a way that is thought to be socially acceptable but does not truly reflect one's reality (Bergen & Labonte, 2020). Ross & Bibler Zaidi (2019) suggested that an unintentional consequence of human subject research is the potential of the researcher to influence participant responses. This would suggest that respondents may respond to the survey in ways that they believe the researcher would hope for them to respond, based on the study, instead of based on their own authentic experiences. Additionally, the study was limited by self-report data. Driven by social desirability, self-report data refers to any measure that relies on the participants' reports. For this study, that included their report on levels of work-life balance, and the importance of work-life balance.

Lastly, limitations also existed after data collection. This study used the snowballing technique to gather data. Snowball sampling refers to a sampling method used by researchers to generate a pool of applicants for a study through referrals (Frey, 2018). This was done using

Facebook, LinkedIn, Twitter, and email. While this technique can be beneficial in reaching a variety of potential participants, it was limited because a response rate could not be calculated. Additionally, researchers have argued that utilizing a snowball sampling method makes it impossible to ensure sample diversity, which has been considered a necessary condition for valid research findings (Kirchherr & Charles, 2018).

Summary

The purpose of this study was to explore how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations. This chapter provides a comprehensive description of the procedures of this study. This study used a quantitative survey and comparison research design to understand the differences between generational cohorts regarding work-life balance. Additionally, this study explored the relationship between work-life balance and psychological well-being for Millennials. This study surveyed the general public, across the United States of America. In order to be eligible to participate in this study, respondents must have fallen within the specified age range and be employed full-time at the time of the study. The eligible age range for the current study included those born on or between the years 1946 and 2004. Participants were recruited through popular social media websites and were administered a web-based survey that included basic demographic questions, the Psychological Well-being Scale, the Work-life Balance Scale, and two questions to measure the importance of work-life balance. After all data were collected, a test of equal variance was conducted, followed by a Kruskal-Wallis test and Spearman's correlation, to analyze the data. In the upcoming chapters, the results and conclusion will be discussed, followed by recommendations for future research.

CHAPTER 4: RESULTS

Overview

This study aimed to understand how Millennials experience, perceive and are affected by issues of work-life balance, compared to other generations. Other generations compared to Millennials in this study were Baby Boomers, Generation X, and Generation Z. The results of the descriptive analysis for the variables of this study and the statistical tests used to evaluate the study's research hypotheses are highlighted in this chapter.

Participants were recruited using snowball sampling methods via LinkedIn, Facebook, Twitter, and Liberty University's doctoral commons. Data were collected through a web-based survey, which consisted of the Work-Life Balance scale (Hayman, 2005), the Psychological Well-Being scale (Ryff, 2007), and two questions used to measure the importance of work-life balance. The sample population for this study were those between the ages of 18 and 76, who work full-time (at least 40 hours per week) and live and work in the USA. Participation in this study was voluntary and completely anonymous. This study was guided by several research questions and hypotheses. They are as follows:

RQ1: How do Millennials differ in levels of work-life balance when compared to other generations?

RQ2: How do Millennials differ in their perceived importance of work-life balance when compared to other generations?

RQ3: What is the relationship between work-life balance and the psychological well-being of Millennials?

H₁: Millennials will report lower levels of work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₁: There will be no statistically significant difference in the work-life balance of Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₂: Millennials will report higher levels of importance placed on work-life balance than Baby Boomers, Generation X, and Generation Z.

H₀₂: There will be no statistically significant difference in the importance placed on work-life balance by Millennials, compared to Baby Boomers, Generation X, and Generation Z.

H₃: As work-life balance increases for Millennials, their psychological well-being will also increase.

H₀₃: There will be no statistically significant relationship between the work-life balance and the psychological well-being of Millennials.

Descriptive Results

A power analysis, using SPSS v.26, was conducted to determine the number of participants needed for the study. The minimum proposed sample size was 388 participants. This ideally consisted of 97 participants for each of the generational cohort groups. This sample size was estimated based on a 5% margin of error required for a 95% confidence interval.

Data were both screened and cleaned to account for outliers, missing data, and erroneous data. The Mahalanobis distance is one of the most common measures in multivariate statistics, used to determine whether a sample is an outlier (Brereton, 2015). Typically, for univariate statistics, the number of standard deviations from the center of the dataset are used to make these sorts of observations. However, in this case of multivariate data, the Mahalanobis can propose the distance. This variable was calculated to find outliers involving several variables. To determine if any of the distances were statistically significant, the p-values of each were then

calculated. The results of this test determined that there were no outliers present in this dataset. Additionally, 13 cases were eliminated prior to analysis due to failure of completion and 2 cases were eliminated due to erroneous data, which are data that falls outside of what is considered acceptable. In this case, with an average survey completion time of 4 minutes, 2 cases were eliminated due to completion times of less than 30 seconds, which would not have been adequate time to read and answer all 38 survey questions. Data were also transformed in order to accurately score the survey responses. For the psychological well-being scale, 10 items that were worded in the opposite direction, were reversed scored. For the work-life balance scale, 5 items that were worded in the opposite direction, were also reverse scored.

Descriptive statistics were obtained on the participants from each generational cohort (see appendix A). The final sample consisted of 421 total participants. Of the 421 participants, 97 were Baby Boomers, 102 were Generation X, 124 were Millennials, and 98 were Generation Z. Demographic questions on the survey enabled participants to indicate their year of birth range, current age, employment status, and the number of hours worked per week. All participants reported being 18 years old or older, employed full-time, living in the USA, and working at least 40 hours per week, which was part of the requirements to be included in the study.

Descriptive statistics were obtained for participants' current levels of work-life balance. All 421 participants reported their current levels of work-life balance. Scores ranged from a minimum of 14.00 to a maximum of 70.00. Higher scores suggested higher levels of work-life balance, while lower scores suggested lower levels work-life balance. Descriptive statistics for levels of work-life balance can be found in Table 1.

Table 1

Descriptive Statistics for Levels of Work-life Balance (WLB)

Generation	<i>N</i>	Minimum	Maximum	Mean	Median
Baby Boomer	97	27.00	70.00	48.2680	48.0000
Generation X	102	27.00	67.00	46.9706	47.5000
Millennial	124	26.00	64.00	44.8468	43.0000
Generation Z	98	14.00	70.00	33.2245	32.0000

Descriptive statistics were obtained for participants' perceived importance of work-life balance. All 421 participants reported their perceived importance of work-life balance. Scores ranged from a minimum of 2.00 to a maximum of 10.00. Higher scores suggested more importance placed on work-life balance, while lower scores suggested less importance placed on work-life balance by participants. A common trend in this data was that of the two questions relating to the importance of work-life balance, participants had a tendency to answer both exactly the same. This suggested that participants place nearly the same importance on work-life balance when looking for a job and when deciding to stay on a job. Descriptive statistics for perceived importance of work-life balance can be found in Table 2.

Table 2

Descriptive Statistics for Importance of Work-life Balance

Generation	<i>N</i>	Minimum	Maximum	Mean	Median
Baby Boomer	97	2.00	10.00	5.1856	5.0000
Generation X	102	4.00	10.00	7.9314	8.0000
Millennial	124	6.00	10.00	8.6935	8.0000
Generation Z	98	5.00	10.00	9.0408	10.0000

Descriptive statistics were obtained for participants' current psychological well-being. While all 421 participants responded to this portion of the survey, this data was only analyzed for Millennials, in order to explore research question 3. Scores ranged from a minimum of 18 to a maximum of 90. Higher scores on this scale suggested higher levels of psychological well-being, while lower scores suggested lower levels of psychological well-being. Descriptive statistics for psychological well-being can be found in Table 3.

Table 3

Descriptive Statistics for Psychological Well-being (PWB)

Generation	N	Minimum	Maximum	Mean	Std. Deviation
Baby Boomer	97	42.00	86.00	73.9072	9.53293
Generation X	102	44.00	89.00	72.5588	8.18786
Millennial	124	47.00	90.00	71.0484	8.66059
Generation Z	98	43.00	84.00	69.1531	9.29843

Study Findings

Research Question 1 and H₁

RQ1: How do Millennials differ in levels of work-life balance when compared to other generations?

H₁: Millennials will report lower levels of work-life balance than Baby Boomers, Generation X, and Generation Z.

Levene's test of equal variances was performed to determine if an Analysis of Variance (ANOVA) could be appropriately used to analyze the data. An ANOVA assumes that although different samples are gathered from populations with different means, they have the same variance. Levene's test showed that the variances in work-life balance levels and the importance of work-life balance were not equal across generations (see appendix A). Due to the data failing to meet that assumption, a Kruskal-Wallis test was conducted instead. The Kruskal-Wallis test was used to compare the levels of work-life balance across the generational cohorts of Baby Boomers, Generation X, Millennials, and Generation Z. A total of 421 participants participated in this portion of the survey. Of the 421 participants, 97 were Baby Boomers, 102 were Generation X, 124 were Millennials, and 98 were Generation Z. The results indicated that Millennials reported lower levels of work-life balance than Baby Boomers and Generation X, which supported the hypothesis, and higher levels of work-life balance than Generation Z. The results of the Kruskal-Wallis test indicated a statistically significant difference in work-life balance across generational cohorts $H(3) = 98.511$, $p < .001$, therefore the null hypothesis was rejected (see appendix A).

A post hoc test for independent samples was conducted to test for multiple comparisons. The results indicated that work-life balance was significantly different between Millennials and Baby Boomers ($p = .008$), and Millennials and Generation Z ($p < .001$), therefore rejecting the null hypothesis. There was no statistically significant difference between Millennials and Generation X ($p = .133$), which failed to reject the null hypothesis. The post hoc test for multiple comparisons can be seen in Table 4.

Table 4

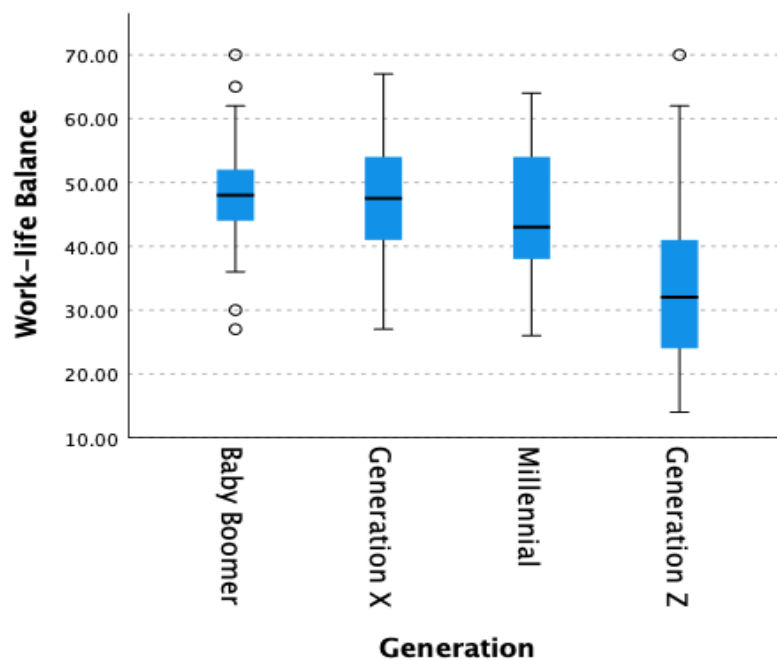
Pairwise Comparisons of Work-life Balance by Generation

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test		
			Statistic	Sig.	Adj. Sig. ^a
Millennial- Generation Z	113.241	16.439	6.889	<.001	.000
Millennial-Generation X	24.444	16.258	1.504	.133	.796
Millennial-Baby Boomer	43.657	16.486	2.648	.008	.049

* The mean difference is significant at the 0.05 level.

Figure 1

Levels of Work-life Balance by Generation



Research Question 2 and H₂

RQ2: How do Millennials differ in their perceived importance of work-life balance when compared to other generations?

H₂: Millennials will report higher levels of importance placed on work-life balance than Baby Boomers, Generation X, and Generation Z.

A Kruskal-Wallis test was conducted to compare the levels of perceived importance across the generational cohorts of Baby Boomers, Generation X, Millennials, and Generation Z. A total of 421 participants participated in this portion of the survey. Of the 421 participants, 97 were Baby Boomers, 102 were Generation X, 124 were Millennials, and 98 were Generation Z. The results indicated that Millennials reported higher importance placed on work-life balance than Baby Boomers and Generation X, supporting the hypothesis, and less importance on work-life balance than Generation Z. The results of the Kruskal-Wallis test indicated a statistically significant difference in the perceived importance of work-life balance across generational cohorts $H(3) = 169.57, p < .001$ (see appendix A). The null hypothesis was therefore rejected, which warranted a post hoc test.

A post hoc test for independent samples was conducted to test for multiple comparisons. The results indicated that the importance of work-life balance was significantly different between Millennials and Baby Boomers ($p < .001$), and Millennials and Generation X ($p = .003$), therefore rejecting the null hypothesis. There was no statistically significant difference between Millennials and Generation Z ($p = .113$). The post hoc test for multiple comparisons can be seen in Table 5.

Table 5

Pairwise Comparisons of Importance of Work-life Balance by Generation

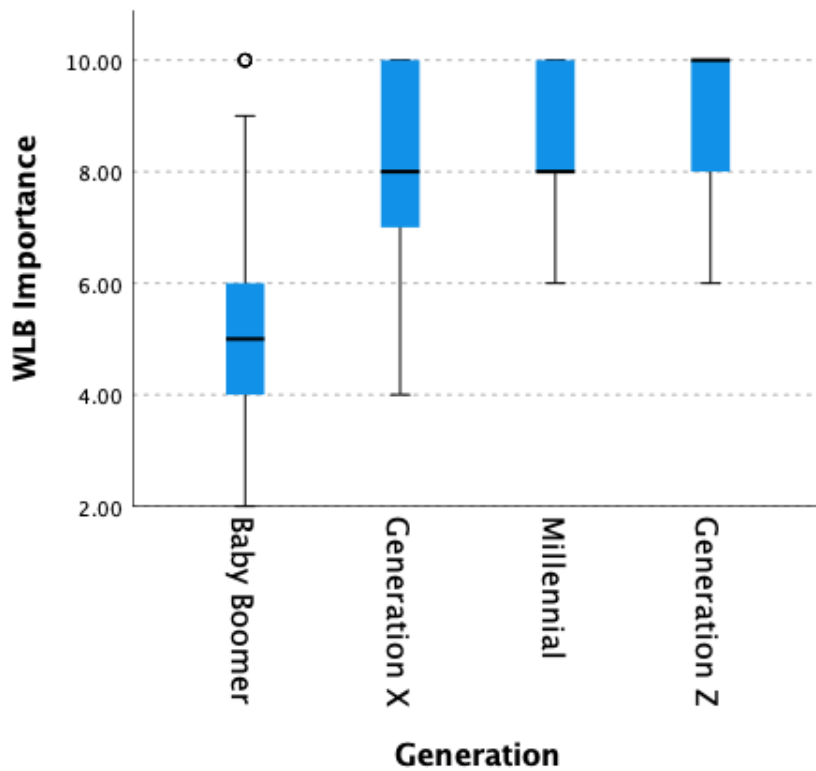
Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
Millennial- Baby Boomer	-173.837	15.936	-10.909	.000	.000

Millennial- Generation X	-46.088	15.715	-2.933	.003	.020
Millennial-Generation Z	-25.158	15.890	-1.583	.113	.680

* The mean difference is significant at the 0.05 level.

Figure 2

Importance of Work-life Balance by Generation



Research Question 3 and H₃

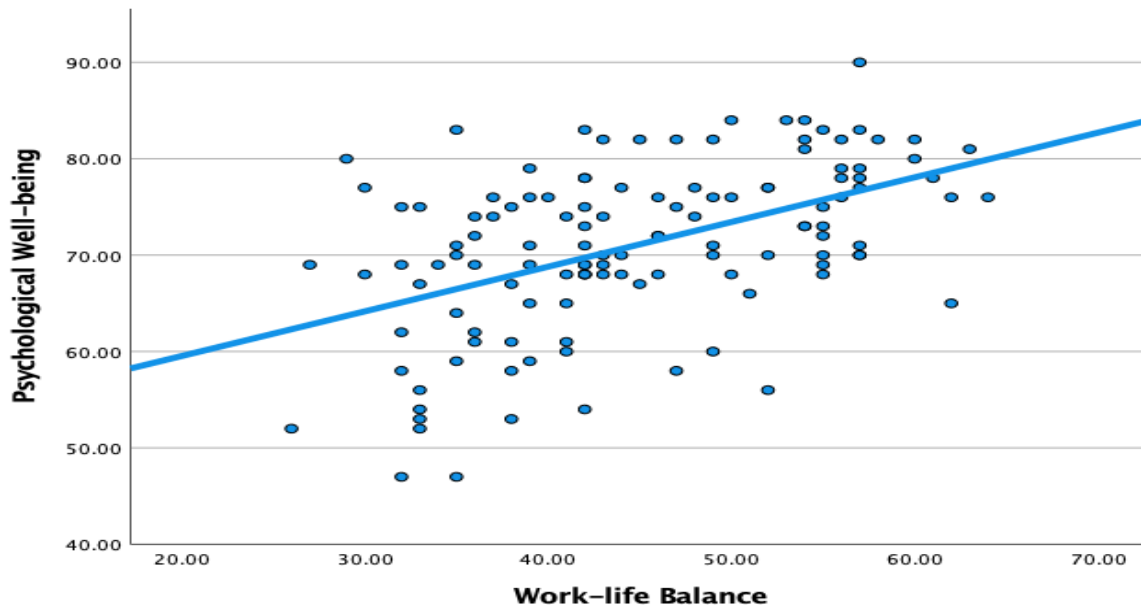
RQ3: What is the relationship between work-life balance and the psychological well-being of Millennials?

H3: As work-life balance increases for Millennials, their psychological well-being will also increase.

Spearman's rank correlation was computed to assess the relationship between Millennials' work-life balance and psychological well-being. A total of 124 Millennials participated in this portion of the survey. This test revealed that there was a statistically significant, moderate, positive relationship between work-life balance and psychological well-being, $r_s(122) = .490$, $p < .001$ (one-tailed) (see appendix A). Therefore, the null hypothesis was rejected. These results suggest that 49% of the variation in psychological well-being is explained by the variation in work-life balance. As scores on the Work-life Balance scale increase, the scores on the Psychological Well-being scale also increase. Additionally, a scatterplot showing the line of best fit for the relationship between the work-life balance and psychological well-being of Millennials can be seen in Figure 3. The line of best fit can be applied in several ways: to find a trend of data, to summarize the data, and to make predictions and forecasts of data.

Figure 3

Line of Best Fit: Psychological Well-being & Work-life Balance of Millennials



Summary

The purpose of this study was to explore how Millennials perceive, experience, and are affected by issues of work-life balance, compared to Baby Boomers, Generation X, and Generation Z. The data collection yielded $N = 421$ and was sufficient for the analysis, exceeding the prior sample size of 388. This chapter summarized the key results.

The first null hypothesis was rejected regarding levels of work-life balance across generational cohorts. There was a significant difference in levels of work-life balance across the generational cohorts $H(3) = 98.511, p < .001$. Specifically, there were significant differences in the levels of work-life balance of Millennials, compared to Baby Boomers and Generation Z. There was no significant difference in the work-life balance of Millennials compared to Generation X.

The second null hypothesis was rejected regarding the importance of work-life balance across generational cohorts. There was a significant difference in the levels of perceived

importance of work-life balance across the generational cohorts $H(3) = 169.57, p < .001$.

Specifically, there were significant differences in Millennials' perceived importance of work-life balance compared to Baby Boomers and Generation X. There was no significant difference in the perceived importance of the work-life balance of Millennials compared to Generation Z.

The last null hypothesis explored the relationship between work-life balance and the psychological well-being of Millennials. The strength and direction of the relationship were evaluated and indicated a statistically significant positive relationship between work-life balance and psychological well-being for Millennials $r_s(122) = .490, p < .001$. The null hypothesis was therefore rejected. The results revealed as scores on the Work-life Balance scale increase, scores on the Psychological Well-being scale will also increase (see Figure 3).

The research survey consisted of a demographic section, the Work-life Balance scale, the Psychological Well-being scale, and two questions to measure the perceived importance of work-life balance. The survey yielded 421 qualified responses. Through assessment of the data using SPSS v26, an analysis of descriptive statistics, Levene's Test of Equality, Kruskal-Wallis, and Spearman's rank correlation allowed the data to be analyzed, which yielded several significant results. The results indicated that Millennials reported significantly different levels of work-life balance than Baby Boomers and Generation Z. Results also indicated that Millennials have a significantly different perception of the importance of work-life balance when compared to Baby Boomers and Generation X. Lastly, the results revealed that as the work-life balance for Millennials increase, their psychological well-being would also increase. In Chapter 5, further exploration of the results and what they mean, and their implications for organizations will be discussed.

CHAPTER 5: DISCUSSION

Overview

The purpose of this study was to explore how Millennials experience, perceive and are affected by issues of work-life balance compared to other generations, such as Baby Boomers, Generation X, and Generation Z. This study also sought to explain the relationship between work-life balance and the psychological well-being of the millennial generation. This quantitative analysis tested for differences in levels of work-life balance and perceived importance of work-life balance across generational cohorts. Additionally, the strength and direction of the relationship between work-life balance and psychological well-being were assessed.

Summary of Findings

There were three hypotheses tested. The test of H_1 revealed that there are statistically significant differences in levels of work-life balance for Millennials when compared to Baby Boomers and Generation Z. The test of H_2 revealed that there are statistically significant differences in the perception of the importance of work-life balance for Millennials when compared to Baby Boomers and Generation X. The test of H_3 revealed a statistically significant, positive, moderate relationship between work-life balance and psychological well-being for Millennials.

Discussion of Findings

This quantitative study examined differences in levels of work-life balance and perceived importance across generations, as well as the relationship between work-life balance and the psychological well-being of Millennials by analyzing data collected from an online survey. The collected data provided a greater insight into how Millennials experience and perceive work-life

balance compared to other generations. Additionally, the results provided evidence to explain how work-life balance and psychological well-being are related for Millennials in this sample. The findings of this study are significant as they will bring awareness to the value of work-life balance and psychological well-being in relation to generational differences, which may contribute to recruitment and retention efforts. Additionally, the findings provide practical implications for organizations and individuals regarding the workplace.

Levels of Work-life Balance

For hypothesis 1, results show there was a significant difference in levels of work-life balance for Millennials when compared to Baby Boomers and Generation Z. However, there was no significant difference between Millennials and Generation X. When simply looking at the descriptive statistics for levels of work-life balance, the data shows that Millennials reported lower levels of work-life balance than Baby Boomers and Generation X while reporting slightly higher levels of work-life balance than Generation Z. From these results, it can be inferred that within this sample, the younger the generation, the lower levels of work-life balance.

A recent study (Alixandrescu, 2022) highlighted that younger generations struggle the most with work-life balance. The findings of this study suggested that generally, the older the respondent, the more content they were with their work-life balance. Researchers, such as Gayeski (2022), weighed in with the suggestion that younger generations, such as Millennials, struggle with work-life balance due to experiencing more stress than their older counterparts. For example, while Millennials and Generation Z are still getting established in their careers, trying to pay off student loans, finding housing, and developing new personal and professional relationships, Baby Boomers are likely settled into their careers with comfortable living and working conditions (Alixandrescu, 2022).

Additionally, it has been suggested that another critical aspect that may explain the suffering of work-life balance for younger generations is lack of sleep. Around 40% of Millennials and 50% of Generation Z reported feeling tired when they woke up (Alixandrescu, 2022). Nearly half of both generations, respectively, also reported not getting seven or more hours of sleep per night, which has been said to be recommended by doctors for a balanced life (Alixandrescu, 2022). Millennials' and younger generations' struggle to attain a healthy work-life balance can possibly be explained in short by an early study (Tulgan, 2009) which characterized Millennials as the most high-maintenance cohort of the workforce in the history of the world. Unlike older generations, it seems that Millennials have more factors included in the domains of work and personal life, making it more challenging to find balance.

Importance of Work-life Balance

For hypothesis 2, results show that there was a significant difference in the perceived importance of work-life balance for Millennials compared to Baby Boomers and Generation X. However, there was no significant difference between Millennials and Generation Z. Once again, when simply looking at the descriptive statistics of how each generation reported the importance of work-life balance, a trend is revealed. On average, the younger the generation, the more importance is placed on work-life balance. Millennials placed a higher importance on work-life balance than Baby Boomers and Generation X, while placing slightly lower importance on work-life balance than Generation Z.

Senaratne & Tennakoon (2019) aimed to find those factors that make work-life balance so important to Millennials and upcoming generations. Millennials believe that the availability of flexible work policies and procedures in an organization can lead to better work performance and employee engagement within the workplace (Senaratne & Tennakoon, 2019). This generation

has considered work-life balance a vital issue in their lives and has been willing to sacrifice their working time to maintain their personal life (Senaratne & Tennakoon, 2019). Hossain (2018) suggested that some key determinants of work-life balance for Millennials include flexibility and freedom, feedback, motivation, and job satisfaction.

The idea behind “the importance of work-life balance” in this study was to capture different attitudes about this phenomenon. Kumar (2018) suggested that Millennials have different perspectives on work-life balance compared to other generations. He indicated that Millennials believe in a balanced life where they can fulfill their personal and professional responsibilities (Kumar, 2018). For Millennials, work-life balance is not solely about going home and managing family time. It’s also about the balance of life within the workplace (Mohare & Agrawal, 2016). This generation wants work to be fun and flexible. Millennials need to have flexibility and freedom in executing their work (Hossain, 2018).

Work-life Balance and Psychological Well-being of Millennials

For hypothesis 3, the relationship between work-life balance and psychological well-being was explored for Millennials. Results show a statistically significant, moderate, positive relationship between Millennials’ work-life balance and psychological well-being. These results suggest that as work-life balance increases for Millennials, their psychological well-being will also increase. Inversely, as Millennials’ work-life balance decreases, their psychological well-being will decline.

Research on work-life balance and well-being in general is a common area of study. Results from multiple studies have come to similar conclusions, suggesting one of two things: 1. A positive relationship between work-life balance and psychological well-being (Anagha & Kanchan, 2019), or 2. A strong correlation between work-life conflict and poor psychological

health (Mensah & Adjei, 2020). Additionally, researchers have suggested that employees who experience positive emotions within the workplace typically demonstrate better performance on the job (Saraswati & Lie, 2020). Therefore, each individual's performance will lead to the organization's productivity as a whole. So, organizations need to ensure the psychological well-being of their employees by promoting and/or eliminating factors that may affect them (Saraswati & Lie, 2020). While perceptions of work-life balance and psychological well-being may vary from person to person, it is still the organization's responsibility to ensure a good relationship between employees and the workplace (Saraswati & Lie, 2020).

Implications

The findings of this study can be applied to organizations that hire employees across all generations, especially Millennials. With the current workforce being as diverse as ever, with at least four generations working alongside one another, it is essential to understand the differences across generations. Specifically, it's important to realize that newer generations, such as Millennials, have different values related to the workplace. Therefore, policies and practices that may have been accepted by Baby Boomers and Generation X may not be relevant or beneficial to younger generations like Millennials. The results of this study suggest that it might be wise for organizations to offer more work-life balance-friendly policies and procedures to attract and retain employees from the newer and upcoming generations. Senaratne & Tennakoon (2019) suggest that "to increase the efficiency and loyalty of their employees, companies must pay particular attention to the challenges of work-life balance" (p. 11). Cramer (2011), Yeh (2014), and Kumar (2018) stated that the ideal employer for Millennials offers flexible work schedules, teleworking, a family-friendly work environment, an open work culture, and tech-savvy and friendly supervisors (as cited in Senaratne & Tennakoon, 2019).

Being able to attain a healthy work-life balance has many implications for personal and professional lives (Sheldon et al., 2015). Personally, work-life balance can lead to better psychological and physical health (Saraswati & Lie, 2020). Professionally, research has shown that the well-being that follows having a good work-life balance is correlated with the employee's ability to perform well at their workplace (Saraswati & Lie, 2020). It is important to note that while Millennials are the primary generation voicing their concerns about work-life balance, they are not the only generation who would benefit from policy changes in favor of work-life balance. Instead, this is a change that everyone in the workforce could benefit from.

The Bible reminds us that we should be “balanced”, relying on guidance from the Holy Spirit. We are reminded to place our hope in God, and not earthly things. 1 Timothy 6:17 reminds us that God provides us with everything to enjoy (*English Standard Version*, 2001). Therefore, it is important to remain balanced in our personal and professional lives, while not placing anything close to the worship of God. Additionally, Proverbs 16:11 tells us that “A just balance belong to the Lord”, while Proverbs 11:1 reminds us that “A false balance is abomination to the Lord” (*English Standard Version*, 2001).

Limitations

As with all research, it is essential to be aware of potential limitations. In this study, there were a few limitations worthy of noting. All three of these limitations relate to data gathering and participants. First, although online surveys are growing in popularity due to their convenience and inexpensive means, there are still limitations associated with using them for data collection. Online surveys have been known to have several limitations, but two of the most relevant in this particular study are the fact that the population to which they are distributed cannot be described and the idea of self-selection bias (Andrade, 2020). While demographic details were collected,

the findings cannot necessarily be generalized because the researcher did not select a random sample of participants with the required demographics (Andrade, 2020). It is not plausible to assume that those who participated in the survey were representative of the population demographics.

Secondly, sampling bias could have occurred in several ways. Sampling bias, also referred to as self-selection bias, is the idea that data can only be collected from those participants who decided to enroll in the study (Ross & Bibler Zaidi, 2019). Researchers suggest that online surveys are only completed by those who have internet access, are literate, and are biased to be interested in the subject (Andrade, 2020). Therefore, those particular groups may be overrepresented in the sample. This alone can cause the survey findings to be skewed.

Lastly, the sample itself was limited in the possibility of responses from Generation Z. While Baby Boomers (ages 58-76), Generation X (ages 42-57), and Millennials (ages 26-41) had a wide range of ages that could participate in the study, Generation Z was limited to only eight ages, 18-25, which was half the amount of the other generations. This alone made it more challenging to recruit Generation Z participants due to them having to meet the different requirements of the study. It could have also impacted the responses received.

Recommendations for Future Research

There are several recommendations for future research that emerged from the findings of this study. The first recommendation is to consider how the Covid-19 pandemic may have changed people's ideas and values within the workplace. It seems possible that some people were satisfied with their working conditions until they experienced the flexibility that came with the Covid-19 pandemic, making them realize that their organization could have been more flexible. Considering the huge role that the pandemic played in everyone's personal and

professional lives, it may be beneficial to understand what people's perception of a work-life balance was before that significant event, compared to what it is now.

Secondly, as time progresses and Generation Z emerges fully into the workforce, it would be beneficial to begin studying them in as much depth as Millennials have been studied in the workplace over the years. Generation Z has already been described as difficult to retain by organizations and far more demanding than the generations before them (Racolta-Paina & Irini, 2021). With the oldest employees in Generation Z being only 25 years old, there will be so much more to learn about this generation in the workplace in the years to come.

Lastly, it would be beneficial to study this topic and its relationship to education level. Millennials have been characterized as one of the most educated generations within the workforce, defined by their education level and competency in a range of skills and abilities (Pyöriä et al., 2017). This could influence why work-life balance is so important to Millennials compared to other generations. Exploring this aspect across generations may allow for a more in-depth understanding of the many factors contributing to work-life balance perceptions.

Summary

Understanding the differing values and beliefs of newer generations within the workplace can help organizations and employers stay updated on the best ways to recruit, manage, and retain these employees. The results of the study aid in the understanding of the relationship between work-life balance and psychological well-being for Millennials, revealing that as work-life balance increases, their psychological well-being will also increase. The results also provided a clear indication that Millennials have significantly different work-life balance levels and perceptions of the importance of work-life balance than Baby Boomers, Generation X, and Generation Z. Millennials scored lower on levels of work-life balance than Baby Boomers

and Generation X, while scoring higher than Generation Z. For the importance of work-life balance, Millennials placed more importance on work-life balance than Baby Boomer and Generation X, while placing just slightly lower importance on work-life balance than Generation Z. Based on the trends from the results of this study, it can be inferred that in general, younger generations struggle more to achieve work-life balance than older generations. Additionally, younger generations place more importance on work-life balance than older generations. If organizations are interested in attracting Millennials and generations to come and retaining their employment, it is up to the organizations to provide workplaces that are satisfying to the employee. This may include the addition of policies and procedures that encourage work-life balance.

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Appendix A: Tables and Figures

Table 6

Test of Homogeneity of Variance

		Levene Statistic	df1	df2	Sig.
Total WLB	Based on Mean	9.947	3	417	<.001
	Based on Median	8.794	3	417	<.001
	Based on Median and with adjusted df	8.794	3	370.009	<.001
	Based on trimmed mean	9.571	3	417	<.001

Table 7

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Total Importance	Based on Mean	9.098	3	417	<.001
	Based on Median	6.830	3	417	<.001
	Based on Median and with adjusted df	6.830	3	404.069	<.001
	Based on trimmed mean	8.822	3	417	<.001

Table 8*Descriptive Statistics of Participants*

Generation		<i>N</i>	Minimum	Maximum	Mean	<i>SD</i>
Baby Boomer	Generation	97	1	1	1.00	.000
Generation X	Generation	102	2	2	2.00	.000
Millennial	Generation	124	3	3	3.00	.000
Generation Z	Generation	98	4	4	4.00	.000

Table 9*Kruskal-Wallis Test Work-life Balance*

	Work-life Balance
Kruskal-Wallis H	98.511
df	3
Asymp. Sig.	<.001

Table 10*Kruskal-Wallis Test Importance of Work-life Balance (WLB)*

	Importance of WLB
Kruskal-Wallis H	169.566
df	3
Asymp. Sig.	<.001

Table 11*Correlations Work-life Balance (WLB) & Psychological Well-being (PWB) of Millennials*

			WLB	PWB
Spearman's rho	WLB	Correlation Coefficient	1.000	.490**
		Sig. (1-tailed)		<.001
		N	124	124
	PWB	Correlation Coefficient	.490**	1.000
		Sig. (1-tailed)	<.001	
		N	124	124

** . Correlation is significant at the 0.01 level (1-tailed).

a. Generation = Millennial

Appendix B: Survey Instruments

Demographics

1. Year of Birth
 - A. 1946-1964
 - B. 1965-1980
 - C. 1981-1996
 - D. 1997-2004
2. Age
{Insert Here}
3. Employment Status
 - A. Unemployed
 - B. Employed Full-time
 - C. Employed Part-time
4. Hours worked per week
{Insert Here}

Work-life Balance

(1 = strongly disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4 = Agree; 5 = strongly agree)

1. My personal life suffers because of work
2. My job makes my personal life difficult
3. I neglect personal needs because of work
4. I put my personal life on hold for work

5. I miss my personal activities because of work
6. I am happy with the amount of time for non-work activities
7. My personal life drains me of energy for work
8. I am too tired to be effective at work
9. My work suffers because of my personal life
10. I find it hard to work because of personal matters
11. My personal life gives me energy for my job
12. My job gives me the energy to pursue personal activities
13. I have a better mood at work because of my personal life
14. I have a better mood because of my job

Importance of Work-life Balance

How important is work-life balance to you when picking a job?

How important is work-life balance to you when deciding to stay on a job?

1. Not at all important (1)
2. A little important (2)
3. Neither important nor unimportant (3)
4. Important (4)
5. Extremely Important (5)

Psychological Well-Being

(1 = strongly disagree; 2 = Disagree; 3 = Neither Agree nor Disagree ; 4 = Agree; 5 = strongly agree)

1. I like most parts of my personality
2. When I look at the story of my life, I am pleased with how things turned out so far
3. Some people wander aimlessly through life, but I am not one of them
4. The demands of everyday life often get me down
5. In many ways, I feel disappointed about my achievements in life
6. Maintaining close relationships has been difficult and frustrating for me
7. I live life one day at a time and don't really think about the future
8. In general, I feel I am in charge of the situation in which I live
9. I am good at managing the responsibilities of daily life
10. I sometimes feel as if I've done all there is to do in life
11. For me, life has been a continuous process of learning, changing, and growth
12. I think it is important to have new experiences that challenge how I think about myself and the world
13. People would describe me as a giving person, willing to share my time with others
14. I gave up trying to make big improvements or changes in my life a long time ago
15. I tend to be influenced by people with strong opinions
16. I have not experienced many warm and trusting relationships with others
17. I have confidence in my own opinions, even if they are different from the way most other people think
18. I judge myself by what I think is important, not by the values of what others think is important

