

Millennials Engagement: Work-Life Balance VS Work-Life Integration

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Abstract—The Millennials has become the key that become the foundation of the company. The aim of this study is to see which is the most effective mechanism between work-life balance & work-life integration which will boost up the work & potential of them. First, we see the basic essence between that two variables. What is the contrast point between the two? From this explanation, it will be seen the effectiveness of which method is more engaged to millennials. This study was conducted using a literature review method. In millennials today, work-life integration becomes a path chosen as long as the responsibility is complete. Even so, not all the companies could use the work-life integration concept, instead use work-life balance concept. This is due to the difference of the job function that couldn't use flexible working hours that use in work-life integration system.

Keywords—*millennials; engagement; work-life balance; work-life integration*

I. INTRODUCTION

Nowadays, workforce demographics are changing. The most recent generation to enter the workforce are the millennials, who are individuals born between 1980 and 2000. They are called millennials because of their closeness to the new millennium and being raised in a more digital age [1]. This generation was influenced by computers and a greater acceptance of non-traditional families and values [2].

Rainer said that the millennials generation has self-confidence, full of hope, oriented towards goals and achievements, also have more awareness to help the people or the surrounding community (civic-minded), and inclusive [3].

Millennials have different ways of working with previous generations. Millennial generation develops themselves where there are many innovations in information technology and they could access it [4]. Based on Lub [5], this generation is more flexible to new things and all possibilities that might occur, so it is often described as a generation that is very comfortable with change [6]. With the various effects mentioned earlier, the business environment has changed a lot now, requires that human resource practices also have to change so that it can optimize the performance of this new generation.

Internal communication between employer and employees is crucial for the forward the movement of any organization. The Internal organization becomes the key to the success of

any organization to engage with the millennials. Internal communication refers to the internal participants of an organization. Internal communication, often perceived as a synonym for intra-organizational communication, is quite often equated with employee communication [7].

Internal communication should be such that it must be helpful to increase the efficiency of the organization and have a bigger impact to productivity. So that related to how to engage employees, especially millennial in this information disclosure era.

Over the past two decades, the boundaries between work and nonwork life have become increasingly blurred. Laptops, smartphones, and other forms of mobile communication technology have changed the way we work. For many, work has become more flexible with regard to when and where it can be done [8]. Work is an integral part of life. Human adaptation implies acquisition of the means to sustain life. But there is more to life than work: there is personal life, family life, and life within one's social network and culture too [9].

How to make employee could balance and integrate his or her work and life become one of employee engagement, especially to millennial as workforce which becomes important to the companies. Based on Saks [10], employee engagement has been defined more completely as when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and have hope about future of their work.

As in Karsan and Kruse, define that employee engagement is the extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals [11]. This implies that employee engagement is not performance related but rather a precondition that leads to greater performance. They further state that employee engagement is indeed something that can be measured. It is the summation of pride, satisfaction, advocacy, and retention [12].

Employee engagement itself will impact organizational outcomes such as organizational performance, employee productivity, employee retention and customer loyalty [13].

A satisfactory and healthy integration of work with other life domains is one of the key challenges of modern society. Work-life balance and work-life integration have become focal points of today's human resource management practice. What is work-life integration? What are the specific challenges for professionals? How do they manage their blurred work-life boundaries? How can companies intervene? Companies need to realize this trends and change the work policy according to the business practice.

This paper is organized as follows: Firstly, general information on the topic of the paper will be given, as well as literary analysis about work-life balance and work-life integration, which indicate the growing role of the work-life integration. Secondly, the work-life integration will be described in the historical context. Thirdly, the strategy of implementation of a work-life integration will be discussed. The Fourth, the result will be described what the difference between work-life balance and work-life integration.

II. METHODOLOGY

Since the research question of this study seeks for the understanding of difference of work-life balance and work-life integration, the qualitative approach is appropriate. A qualitative approach of data collection through a literature review that described with descriptive analysis.

The data collection is about all the aspect of work-life, the evolution, and the strategy of implementation. The source of literature is the journal, book, paper, thesis, etc., which discussed a work-life topic and its implementation. The basic of reviewing the literature is to collect and evaluate all research related to the question raised for discussion. Which means combining various concepts and theories from various kinds of literature which are explained descriptively.

III. WORK-LIFE BALANCE VS INTEGRATION: STATE-OF-THE-ART

The term work-life balance say that it creates an artificial separation between work and life, as if work were not part of life. In response, the concept of work-life integration has become popular in recent year. as in Kalliath and Brough, he offers the following definition of work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's life priorities [14].

According to Weckstein [15], "work-life balance is a concept of balance involving ambition or career with happiness, leisure, family, and spiritual development." As in Hudson states that [16]: "The three components of work-life balance are the balance of time, the balance of involvement, and balance of satisfaction."

The term of work-life integration is completely different with work-life balance, which in this term means you don't have to create the boundaries between life and work, but synergies it all. Work and life integration address the intersect between work, life, and family in new and interesting ways. According to UC Berkeley's Haas School of Business, work-life integration is an approach that creates more synergies

between all areas that define 'life': work, home/family, community, personal well being, and health.

Millennials are family-focused and thus need to have a better work/life balance. This generation grew up with an emphasis on family, which has created a shift in the workplace [2]. A practitioner of work-life integration might choose to have breakfast with the family and drop off the kids at school, the work from 9am to noon, then eat lunch and go to the gym, then attend a work meeting in the afternoon, then pick up the kids and make dinner, and respond to emails for a couple hours before bedtime.

For professionals who have the ability to shape their own workday, the flexibility offered by work-life integration is ideal. For those who are juggling kids, elderly parents, and other activities, it seems like the best way to have and do it all.

A study based in Kossek et al. found that higher numbers of work-to-nonwork interruption behaviors (integration) were associated with higher work engagement [17]. In a study on work-family boundary tactics, as in Carlson et al., found a positive effect of physical and temporal work-to-family and family-to-work integration tactics on work and family engagement respectively [18].

The word 'balance' conjures up images of scales the two sides must be equal in order to be in balance. Rather than trying to achieve an impossible or precarious balance, integration is about mixing, combining, assimilating, adding, and amalgamating. It's about finding the right combination of work and play for you. And what that means is that work-life integration is going to look very different for different people. It all depends on your wants, needs, goals and life circumstances, and of course, they are constantly changing, so achieving effective integration requires your ongoing focus [19].

Work-life integration is an outcome of people control and choice in their life to meet life challenges. This can be managing work responsibilities alongside their personal & family needs. The areas of a person's life which require integration will change based on the individual life stages. A person in his or her 20s may be balancing career development and social activities. In the 30s, when a person gets married & starts a family, family & job responsibilities become competing challenges [20].

Work-life itself not only about person's behavior and personality while balancing and integrating personal and work-life, and how to face a broad set of daily challenges that creating an imbalance in his or her life. The generation shifting itself became a challenge.

Moreover, it is not just the composition of the workforce that is changing. Nowadays, the nature of jobs and of work itself is in flux. With global competition and the 24-hour marketplace, the growth of the knowledge economy and developments in information and communication technology, temporal and spatial boundaries between paid work and personal life have become increasingly blurred. People are experiencing an intensification of work in many different national and occupational contexts [21].

As it was already mentioned above, the aim of work-life integration is about to synergies between work and life, as if the wall between them is nothing. Work-life integration became a new concept which work and life are intertwined, is emerging and is perceived to be the future of the working world. One of the greatest advantages of work-life integration is that it is an ideal tool or system to make employees happier and productive in their work, without cast aside their life to after work, with the support system in the company that could synergies that. Such as work performance should be evaluated by outcomes and deliverables rather than hours clocked and physical presence in the office.

With the capabilities of modern technology, work-life integration triggers the concept of flexible work hours. Which is perceived to improve productivity and job satisfaction, increase retention, and improve loyalty and commitment. Flexibility is a key element of the family-supportive workplace [22]. Millennials preferred this flexible way of working to conduct telework on an ad-hoc basis for important family and personal needs or to take time off during workdays without loss of pay.

However, work-life integration is not necessarily the perfect choice for every industry. Moreover, not all the companies could make their business work with work-life integration system. There is a job role that only could do in office hours, which mean its workload only between 8 am until 5 pm or the specific time.

For examples customer service or front liners that only serve the customer in office hours, and cleaning service, security, etc. There are a job role that only could work in fixed office hours, not remote or flexible work time hours. Which is why the companies must be very careful and properly analyze, whether work-life integration is a proper choice.

IV. THE EVOLUTION OF WORK-LIFE

The term work-life balance began to emerge in America around 1986 as the idea developed as a result of the development of conditions in society in balancing responsibilities between work, life and family [23].

As in Harrington, the work-life field can trace its roots in two related areas. The first was a focus on childcare programs that were a direct result of the increasing number of professional women entering the workforce in the 1970’s and 1980’s [24]. The second was an extension of the Employee Assistance Programs (EAP) that were introduced in many companies in the 1970’s. Organizations that evolved from a work/family perspective began with a focus on working mothers and the need for quality childcare. Organizations that evolved from an EAP perspective identified the early links between employee stress, depression, and illness, and decreased productivity.

More recently, the focus of work-life has been on workplace flexibility [24]. The media has played an important role in moving the work-life field forward by drawing public attention to these issues. This theme weaves through all the other catalysts that we explore in this section. Media coverage caught the attention of many CEOs who saw an opportunity to

gain media recognition and therefore a competitive edge in the “war for talent [24].”

Balancing the demands of work and personal life is an important issue in the industry [25], also in politics [26]. Organizations that do not help those within them to achieve work-life balance, will experience difficulties in attracting and retaining skilled and motivated workers [27].

Work-life has expanded to touch on nearly every aspect of a person’s working life. Employee recruitment, benefits and total rewards programs, job design, approaches to career advancement and leadership development, employee relocation and travel policies, leave-taking, the composition of work teams, corporate social responsibility, and changing corporate culture can all be listed among the myriad of areas that are included under the umbrella of corporate work-life programs [24].

The term work-life has replaced work-family in the last few years and has a broad meaning that includes other life activities such as study, sports, community work, hobbies, not only taking care of children, but also elderly care [28]. If between work and family do not run in a balanced manner, then there will be conflicts between the two. Although a number of work-life balance conceptualization efforts are carried out in the literature, there has not been a well-developed construction measure that limits it in investigating the phenomenon completely [29].

The consequences of work-life imbalance is stress and burnout in the workplace. Stress can also negatively impact mental health because it’s linked to a higher risk of depression, anxiety and insomnia. Too much stress over a long period of time leads to workplace burnout. Burnout can cause fatigue, mood swings, irritability and a decrease in work performance.

As it was explained before, the outline is the research on work-life research on work–family or work-life issues began in the mid-1960s and developed from a tendency to focus on women, work–family conflict and stress to a more recent focus on all employees, and on the question of how to achieve positive work–personal life integration and organizational as well as individual well-being [21]. Early organizational responses focused on family-friendly or work-life policies, such as flextime, part-time or reduced hours working and childcare assistance or support with eldercare [30].

V. RESULTS: WORK-LIFE BALANCE VS INTEGRATION

Based on the literature review, the difference between work-life balance and integration are summarized in table 1.

TABLE I. THE DIFFERENCE OF WORK-LIFE BALANCE AND WORK-LIFE INTEGRATION

	Work-life Balance	Work-life Integration
Work Hours	Have to work in eight hours	Support flexible time, as long as the target achieved
Workplace	Work must available at the office	Work could do anywhere, as long as the target achieved
Life perspective	You have your life only after work finished	Synergies work and life, even at office hours

Table 1. Cont.

Job type	Frontlines, service job type, (such as customer service, receptionist, cleaning service, security, etc) then logistics, warehouse, etc.	For any creative (designer, Video Editor, photographic, etc), marketing, IT (software engineer, mobile developer, etc) job types, etc
Appraisal	Based on target achievement on work hours.	Based on performance and achievements.
Technology	Dependent on the internet and technology, but do directly in communication (overall, face to face) because inside the office.	Highly dependent on the internet and technology (digital) to do their job in outside office.

The conceptual framework of work-life balance and work-life integration summarized at figure 1.

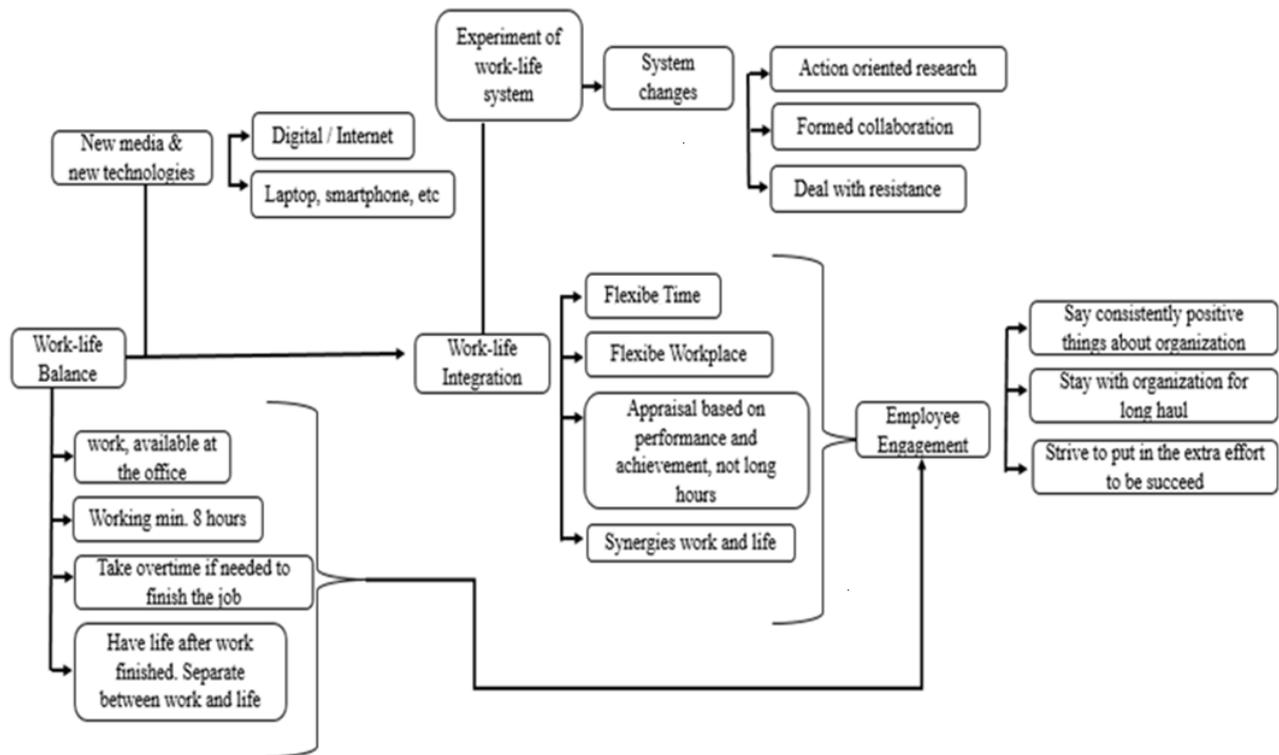


Fig. 1. Work-life framework.

VI. DISCUSSION: THE STRATEGY TO HOW TO IMPLEMENT THE WORK-LIFE INTEGRATION

While there are quite a lot of companies that tried a work-life integration concept, actually there are quite challenging about how to implement those concepts in their business. The Strategy itself could be limitless, depends on each business and how the organization's response to the problem that arise.

The most successful change initiatives in relation to work-personal life integration, as in other organizational areas, always involve an element of organizational learning. Too often work-personal life integration issues are articulated as individual concerns. HR or line managers explore ways in

which individual employees can be supported in managing their work and personal lives [21].

Therefore, work-personal life issues are regarded as an opportunity to experiment with different ways of working. Systemic change involving shifts in working practices, structures and cultures takes time and effort and progress tend to be uneven across different units within large organizations. But, the outcomes can be very positive. Unlike short-term quick fixes, such as the development of policies without changes to the system in which they operate, this approach has long-term pay-offs [21].

Organizational learning involves a process of gaining knowledge and developing skills which empower people to

understand and consequently to act effectively within organizations. It enhances the capacity for effective action [29]. The most powerful organizational learning comes from direct experience—learning by doing [30,31].

The business case for change is important, but for initiatives to be sustainable employees' needs should also be kept on the agenda. Employee commitment to and feelings of ownership of new ways of working are necessary if changes are to be successful [21].

According to Eden and Huxham that the model of change always consists of this three principals [32]. Firstly, action-oriented research. Its defined as research that results from an involvement by a researcher or researchers with members of an organization and relates to a matter which is of genuine concern, in which there is an intent by organizational members to take action based on the intervention.

Secondly, collaboration needs to be formed. Successful change initiatives tend to be based on collaboration between members of a workgroup, including managers and change agents (researcher, consultant, CEO, HR manager). Collaboration involves all stakeholders in a particular decision working together to understand problems and find solutions to particular issues [21].

Thirdly, is about resistance. There is always resistance to change. Resistance can be conceived as something negative that has to be overcome. But, it can also be understood as a positive force for change, or as a motor for change as in various political forms of resistance. As in Rapoport et al. aim to challenge underlying assumptions about working practices in order to move resistance from a desire to block constructive changes towards resistance against current systems that undermine work-personal life integration and workplace effectiveness [31].

According to Evans, four types of family-friendly measures can be differentiated: firstly, support of a gap in employment due to family commitments; secondly, flexible working arrangements; thirdly, support of child care or care for family members in need of care; and, finally, information and qualification to promote work-life integration [33].

Companies have to form a strategy that could make the work-life integration worth to applied and engage to the employee, specifically millennials. Companies could make work-life policies and programs that have positive impacts on families and communities. Some outcomes important to families and communities are indirectly important to the companies simply because of their importance to employees. Work-life policies and programs could result in better work products. Work product measure includes those related to productivity, employee job satisfaction, customer satisfaction, and the quality of work done, including the negative effect of "presenteeism" on the quality of work accomplished [34].

Furthermore, the companies that applied work-life integration has to redesign their workplace to match with the concept. Today's workplace remains a relic of the past [35]. Some companies that haven't adapted to modern workforce, still defined the ideal worker as someone who always available for work, despite the fact that some role of job could be

finished everywhere, not only in the office. The organization has to change to reshape workplace time norms for professional's employee that has been stalled by that mindset.

As state in Diversity Best Practices, there are some strategies and best practices that could be applied in the companies. Firstly, get input from employees. Work-life integration must be relevant and responsive to the needs of all employees. Companies could hold regularly scheduled meetings or conduct ad hoc focus groups to discuss work-life priorities and frame work-life strategies and interventions [36].

Secondly, emphasize outcomes not hours. Productivity doesn't always come in eight-hour increments, and working long hours doesn't necessarily equate to being more productive. Today, work performance is increasingly evaluated in terms of outcomes and deliverables rather than hours worked or time in the office. Thirdly, promote and celebrate diversity. Millennial workers, often rank a diverse workforce higher on a scale of importance that salary and benefits. Promoting and celebrating workforce diversity engages workers across the workforce and encourages workers in all diversity dimension to bring their 'whole-selves' to work.

The next is to develop a supportive culture. The key The key to a successful work-life integration program lies in establishing a workplace culture based on trust (on the part of managers) and personal responsibility (on the part of employees). Fifthly, establish & promote work-life policies. Unless properly managed, differences in beliefs and expectations about work-life integration can lead to discord and resentment. Business leaders need to develop clear work-life policies, communicate the benefits of effective work-life integration into the organization and the individual, and strongly encourage employees to utilize available work-life supports.

The sixthly, support flexible schedules. Today's workers want the flexibility to perform their jobs when, how, and where they want. Every employee experiences work-life conflicts at some point in their career and having the flexibility to attend to family-related issues and other personal concerns without guilt or repercussion are highly valued.

Finally, create innovative workspaces. In the Staples Business Advantages, 65 percent of workers say they feel inspired at the office, but only 16 percent of those same workers described their office design as inspiring [37]. Designing spaces that will appeal to workers mean taking into consideration generational differences. For example, older workers tend to prefer ergonomic equipment and enclosed offices. Younger workers prefer standing desks and open-office spaces and lounge areas. Natural lighting, eco-friendly office products, and an abundance of plant-life are highly valued by most employees.

In spite of the strategies that will support work-life integration, there is a need for companies to reflect and research about what ideal system that would make their companies and business running and make their employee feels engaged so that will boost up their productivity. Nowadays, there is some role of job that has difficulty to apply work-life

integration concept, which means like flexible time, flexible schedules system.

Some of that role of the job are in the service area, for examples front line, customer service, receptionist, security, mechanic, technician, etc. Those are the jobs role that used to describe an employee who deals directly with customers or co-workers. The companies couldn't have used the work-life integration to the one with those roles of jobs or similar job function because of its concern to the customer or end user that could affect their business. For some companies, it could even influence the production's speed.

Despite that, companies who applied either work-life balance or integration or maybe both of them, according to the role of jobs, should have the same urgency to managing engagement to their employees. How to create an environment that actively engages the hearts and minds of employees? Related to this, engaged employees shows that say consistently positive things about their organization, stay with the organization for the long haul, and strive to put in the extra effort needed to succeed.

VII. CONCLUSION

As it was revealed, despite the fact that trends are moving from work-life balance to integration, but the companies are still using work-life balance concept that separated work at the office and life outside the office. Not all companies compatible with the system that work-life balance applied, and vice versa. The work-life integration itself have challenges to how the HR or manager in the companies tries to apply this concept. It is very important to collect data about how to engage millennials. The programs or assets of an implemented work-life integration should be monitored so that the strategy can be improved continuously. Employee reward program, flexible time, appraisal work performance, retention employee program, training, etc. The implementation of that aspects must be taken very seriously in the implementation of work-life integration strategy. Both work-life balance or integration system, if managed properly could become tools that engage the millennials and strive to achieve high productivity and good life.

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