# CHAPTER V

# CONCLUSIONS AND SUGGESTIONS

## 5.1 Conclusions

This study is examining the human resource management topic through hybrid working practices focusing on employee affective commitment reviewed by transformational leadership and work life balance mediated by employee engagement. The study involving Generation Z as newest generation in the workplace, who plays crucial role for future productivity and as determinant of developed country for ten years ahead. The study is focusing on the creative industry.

The results from this study, the implementation of transformational leadership and work life balance will increase the employee motivation and lead them to grow the emotional attachment in the workplace. The implementation of transformational leadership in the workplace both could affect employees' perceptions towards the workplace in a positive way, and build emotional connection within the team and the organizations. The implementation of work life balance facilities proven could enhance employee engagement but they will not immediately commit. In conclusion, employee engagement is the most crucial aspect that should be noticed. Because based on data in this study, Gen Z shows dedication and enthusiasm in work proven will lead to a sense of belonging and commitment in the workplace.

This research proposed seven hypotheses, and six of them are accepted. Transformational leadership proven has a significantly positive relationship to employee engagement and affective organizational commitment, depicted in hypothesis 1 and hypothesis 2. The respondents perceive their leaders have implemented a transformational leadership style focusing on individual consideration dimension by helping them to develop their strength; and intellectual stimulation dimension by suggesting other ways to complete the tasks. Work life balance aspects also proved to have a significantly positive relationship to employee engagement, depicted in hypothesis 3. Focusing on the work-life balance dimension, the respondent appreciated the social benefit that is provided by organizations and they perceive they are already satisfied with their work-life balance. However, work-life balance doesn't have a significantly positive relationship to affective organizational commitment. The cause lies in Gen Z's characteristic that is more critical that they are not easily believing in offering or facilities, and they are already able to manage their work-life balance as their basic needs.

Employee engagement has a significantly positive relationship to affective organizational commitment depicted in hypothesis 4. The respondents perceive their engagement rate is experiencing a strong sense of attachment to each work that is in affective dimension; and highly focused on accomplishing to achieve the planned outcomes which is in alignment dimension. Employee engagement has mediated the relationship between transformational leadership and affective

organizational commitment. Employee engagement also mediated the relationship between work-life balance and affective organizational commitment. In conclusion, employee engagement plays a crucial role as mediator and being the highest predictor to lead respondents to commit to organizations.

In this research, it is confirmed that Gen Z's affective commitment rate is determined by work-life balance, leaders who have mutually respectful relationships, and employee engagement. Whereas the previous study by Park et al., (2021) are focusing the role of transformational leadership has affected employee engagement and affective organizational commitment, Iddagoda & Opatha (2020) investigated relationship between work-life balance and employee engagement, and work-life balance relationship to affective organizational commitment that is conducted by Shabir & Gani (2020) and Oyewobi et al., (2019) separately. This research findings is that Jakarta Gen Z's employees prioritize engagement in the workplace then will enhance their affective commitment, particularly with employers who implement transformational leadership and organizations that are conscious of the importance of employee welfare.

This research has limitations from several perspectives. Firstly, this research only involves 130 Gen Z respondents from only the Jakarta region, which cannot be representatives for the entire Gen Z in the Indonesia region that has a population of 60 million people. Besides, this research put the focus on the workers who work in the creative field specified in Visual Communication Design. Starting from quiet quitting phenomena are also a limitation of this research because it is connected to

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affective organizational commitment, which become the only focus in this research. The other selected variables are also focus based from the quiet quitting and what is connected to affective organizational commitment such as transformational leadership, work life balance and employee engagement.

Based on research limitations that mentioned above, future research could examine the other variables that could impact employee engagement and affective organizational commitment; such as career growth, benefit or salary, and job security as the biggest predictor of Indonesian Gen Z work preferences (IDN Media, 2024). This research only focused on specific leadership styles, future research may examine other leadership styles that could affect both variables. Affective commitment is the only focused variable in this research that the other commitment (e.g normative, continuance) could be suggested for future research. This research focused on simple mediator construct, future research could implement multiple mediator analysis. Future research also may attempt larger samples, different regions, and focusing on workers outside the creative industry because it will create different results.

## 5.2 Suggestions

This research has managerial and practical contributions for organizations. It is confirmed that Gen Z's employees must feel engaged first then commit in the workplace. To increase the engagement level, investing time and costs to train leaders transformational leadership skills are needed; either in one-on-one coaching

sessions or conduct formal programs. Leaders are also expected to increase communication to employees and create lively and positive work environments. This is because the importance of transformational leadership will work to meet Gen Z's life value and needs (Formica and Sfodera, 2022) that will increase motivation, engagement and affective commitment level. At the same time, they also need to acknowledge the working rules as in each team. The suggestion is aligned to Hypothesis 1, Hypothesis 2 and Hypothesis 6 statements that transformational leadership has a significantly positive relationship to employee engagement, but also significantly positive relationship with affective organizational commitment directly yet higher if indirectly. The leaders also must continue to empower Generation Z employees developing their potential strength. Action that could be done is to implement the collaboration and communication and also give the responsibilities for them in handling tasks. This is aligned with Hypothesis 6 that employee engagement has a significantly positive relationship to affective organizational commitment. This research also contributes to Human Resource Management, especially to encourage renewal of employee contract agreement policies. By the reason of adapting with Generation Z habits that are constantly changing.

Next, organizations are expected to be aware of Gen Z's needs by implementing work-life balance culture as employee welfare. Building a supportive work environment is needed for supporting their life purpose (Formica and Sfodera, 2022). By conducting flexible work, allowing remote work and permitting them to

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do activities or side jobs that match their passion or hobbies outside work might be considered as implications regarding supportive work environments. Besides, enabling the personal for professional character development to Generation Z regarding workplace policies are also important. Acknowledge them especially around the work-life balance aspects, due to their lack of work experience and the work-life balance that are limitless aspects between work and life itself. The company also suggested implementing work-life balance policies in order to increase motivation and engagement level, which indirectly could affect their sense of belongingness to the organization. This suggestion aligned with Hypothesis 3 and Hypothesis 7 statements that work life balance has significantly positive relationship to employee engagement and has significantly related to affective organizational commitment through employee engagement mediation.