
Examining The Harmonization of Gen Z Workers in Implementing Optimal Employee Performance Based on Emotion Focus Coping

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Abstract:

Generation Z is known as individuals who are creative at work, but are also prone to high stress and anxiety related to high job demands. This research aims to identify the emotional influence on Generation Z's performance in the workplace and to formulate emotion-based coping strategies to minimize the negative impact of these emotions and increase optimal performance. Data collection methods used include observation, in-depth interviews, and documentation. This research aims to explore the impact of implementing Emotion Focused Coping in creating harmonization and optimal performance in the workplace for Generation Z. The results of this research are expected to provide valuable insights and provide appropriate recommendations for practitioners and researchers in the field of human resource management.

Keywords: *Generation Z, employee performance, Emotion Focused Coping, work harmonization, work stressic.*

1. Introduction

Generation Z, often referred to as the internet generation, was born in the rapidly evolving digital age. Born between 1997 and 2012, Generation Z grew up in an environment filled with technology and information. (Hasan & Hasvia, 2024). They are known as individuals who are quick to access and react to information, and have exceptional technological skills. According to Park & Kim (2023), Generation Z tends to multitask, rely on the internet to make decisions, and are accustomed to virtual environments.

Generation Z is also characterized by being independent and ambitious. They are more inclined to work and learn independently, without having to rely on parental guidance. (Yunissov et al., 2023).. In addition, they have high career ambitions and are ready to work hard to achieve success. However, behind this tendency, (Kemp et al., 2022) revealed that Generation Z is also prone to stress and mental health problems.

Generation Z has high levels of stress and mental health disorders, compared to previous generations (Chen et al., 2023). Factors such as increased suicide rates,

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reported incidents of violence, and climate change contribute to the high levels of stress among Generation Z. In coping with stress and emotional problems, coping strategies are important.

Coping strategies, especially *Emotion Focus Coping*, allow individuals to manage emotional responses to stressful situations. (Hu et al., 2023). (Riemer & Schrader, 2019) explained that *Emotion Focus Coping* involves efforts to regulate emotional responses and seek social support. However, this stressful and emotional phenomenon also affects the performance of Generation Z employees in the workplace.

Various workplace challenges, such as high workloads and dynamic work environments, can exacerbate Generation Z's stress and emotional levels. (Saxena, 2024). Therefore, this research will explore how Generation Z workers harmonize in implementing optimal employee performance, focusing on *Emotion Focus Coping*.

This study aims to investigate the *Emotion Focus Coping* strategies used by Generation Z employees in the work environment, as well as their impact on their performance. Through a better understanding of these dynamics, it is hoped that effective strategies in managing stress and emotions can be identified, thus creating a more harmonious and productive work environment for Generation Z.

2. Theoretical Background

Stress

Stress is a symptom or reaction of a person both physically and psychologically/mentally (*emotional*) when there are changes in the environment that require adjustment. Work stress is a condition where a person is in a state of tension due to circumstances that affect him. Failed or incorrect self-adaptation causes stress in the workplace. These circumstances can come from a person's internal or external environment. Job stress refers to the pressure that employees feel because they are unable to carry out their job duties. Stress occurs when employees are unable to meet their job demands (Rivaldo et al., 2021)..

Job stress is different for every employee. And the factors that influence stress also depend on the individual. Psychological, physiological, or behavioral responses to stress are the result of interactions between the situation and the individual's specific personality traits and behavior patterns based on attitudes, needs, values, past experiences, life circumstances, and abilities. The demands of dual roles commonly experienced by career women and housewives in the organizational environment make them more vulnerable to stress than men and can cause psychological distress in the form of anxiety. The economic demands of work, home, and family can make working women more vulnerable to stress. (Potale & Uhing, 2015).

In (Nur & Mugi, 2021) Stress is a symptom or response that occurs in individuals to changes in threatening situations. Judging from the person's personal reaction to external events such as writing exams or internal states of mind such as feeling worried about the exam. A very interesting fact is that stress in a person tends to

increase when that person is unable to manage or overcome situations that are not liked and faced by that individual.

Stress at work can hinder and cause employee performance to be disrupted. (Heriyanti & Putri, 2021) Saying that in this case there is a relationship between work stress and employee performance. Stress has the potential to interfere with the implementation of work on employees but it depends on how much stress is experienced by the employee. This is in accordance with research from (Nabilah, 2019) In stress, there is a sign that if the level of work stress is high, it can be seen with unstable emotions such as (anger) anxiety, depression, anxiety, tension, and boredom. The impact of the highest stress will appear actions such as aggression, sabotage, interpersonal aggression, and hostility.

Impact of Work Stress

According to (Zamrodah, 2016) Stress that cannot be resolved properly can lead to frustration within. This frustration can lead to strange behavior from the individual. In (Sulastri, 2020) Stress on employees can also have an impact on employee performance. If the burden felt by employees is too heavy, employees will experience obstacles in thinking and disruption of health. Stress that is experienced by employees for too long will be a disadvantage for the company. Stress that is too long will cause employees to want to leave the company, this is one of the losses that can arise. There are times when the exit of employees can have a positive impact, but there will be more losses experienced. Stress is a natural condition because it is formed in humans as a response and is part of daily life with a busy and increasing workload. Stress can be described as a feeling of tension, anxiety, or worry.

One of the coping strategies is emotionally focused coping (*Emotion Focused Coping*). In research (Agbaria & Abu Mokh, 2022) *Emotion-focused coping*, on the other hand, is the process of using emotion-based strategies in an attempt to reduce or manage the emotional distress generated by a situation or threat. According to Lazarus in (Annisa et al., 2022) there are 5 (five) aspects, namely:

1. *Distancing*
In this case individuals try to always think to be positive and not involve themselves in problems.
2. *Selfcontrol*
An attempt to regulate one's feelings or actions.
3. *Seeking social support*
Individuals try to seek support from outside parties such as family or friends.
4. *Accepting responsibility*
An effort that goes into acknowledging one's feelings in the face of a problem.
5. *Escape avoidance*
In this case the individual tries to escape from the problems they face.
6. *Positive reappraisal*
It is trying to make a positive meaning of the situation during the development of personality, sometimes with a religious nature.

Performance

Performance is a result of employee work during a certain period of time with various possibilities, such as targets, standards or criteria. (Alya et al., 2022). Employee performance can be defined into two dimensions, namely organizational support is defined as employee perceptions of how a company or organization can appreciate a contribution made by caring about its employees and the welfare of employees. This support can be said to be a company or organization's commitment to its employees. Next is Job Satisfaction In this case, the feeling is quite satisfied with the achievements that have been obtained, but if employees have a sense of satisfaction with completing their work, they will tend to care and be productive at work.

Based on research (Napitu & Tarigan, 2022) Optimal performance is a management objective in all companies, but performance can be achieved if the work process provided by the company is in accordance with the duties, responsibilities and functions. Good performance is also a reflection of a company that is able to manage resources well.

Work performance is influenced by several factors. Factors that affect job performance include learning, motivation, personality, emotions, perceptions, training, leadership effectiveness, job satisfaction, individual decision making, performance appraisal, attitude measurement, employee selection, work design and job stress Judge & Zapata in (Rosidah, 2021).

In (Candra & Fitriani, 2019) The accumulation of excessive mental workload must be avoided because it will cause employees to not concentrate at work and hinder work. Mental workload has a correlation with performance levels, if the mental load is large, employee performance will be small or decrease. Therefore, mental load really needs to be considered by employees so that their performance remains stable. The influence of employee performance is very large on the level of success in a company. Good employee performance will follow good results in the development of a company's business. Conversely, poor employee performance will also have a negative impact on the success of the company. The results of employee performance can be assessed from several aspects including aspects of quality, quantity, work time and also cooperation in achieving a goal set by the company. All of this depends on the quantity and time utilized by the employee in carrying out his work. Employee performance factors can also be seen from working time, tardiness, number of absences and length of service of employees (Gunawan et al., 2023). (Gunawan et al., 2023).

Generation Z

Generation Z is those who are included in this generation are those born in the range of 1997-2012 or the age of 10-25 years old BPS in (Armanda et al., 2023). Generation Z is further seen as a global generation, socially, visually and technologically connected. It is a new social media class, shaped by previous millennials, but now shaping technology and social media in different ways than previous groups. However, perhaps a more recent development among this generation is preferring social platforms such as Snapchat over broadly and publicly broadcasting their lives on Facebook and Twitter for all to read and see (Linnes & Metcalf, 2017).

Generation Z is generally optimistic about their future - but anxious about their ability to be successful workers. Around the world, more than half (56%) of the Gen Z workforce is hopeful about the future. In India, 44% of people are very optimistic, followed by the Gen Z population in the US at 31%. However, this optimism is met with increasing anxiety about work expectations and achieving success. In fact, Generation Z believes that they are just as likely to have a difficult time as the Silent Generation when they enter the workforce. More than a third (34%) of Gen Z feel that anxiety is holding them back. Generation Z also considers lack of motivation (20%) and low self-esteem (17%) as barriers to their success in the workforce. Anxiety is the biggest concern among Gen Z in Canada, the UK and the US, and is more prevalent among female (39%) than male (29%) respondents. (Kronos, 2019). For Gen Z, work-life balance starts with organizational policies. In general, Generation Z expects their employers to be leaders in creating work-life balance in the workplace.

In (Kronos, 2019) Generation Z pays close attention to the work environment of the organizations they currently work for or apply to. Nearly half (43%) say that if an organization seems disengaged or unhappy with its employees, this is a red flag that makes them lose interest in the company. Even more Generation Z (48%) say that a stressful work environment will impact their performance at work.

Since job and workplace preferences are different for each generation, it is important to understand Gen Z's preferences so that communication channels can be recognized and a good environment is created in the organization. It is also important to understand what motivates them for the betterment of the organization.

3. Methodology

In this study, a qualitative research method was used with a focus on measuring consistency and accuracy. To analyze the data, the authors used NVivo 14 Plus software (Slevin et al., 2020). In order to achieve the research objectives more efficiently, the authors recommend using the NCapture feature that facilitates downloading and transferring articles to NVivo 14 Plus. NVivo 14 Plus has various useful features for researchers in conducting data analysis. One of the features mentioned is the Word Cloud, which allows authors to quickly see significant keywords in data analysis. There is also a Hierarchy Chart feature to display the most discussed topics in the article, as well as a Cluster Analysis feature to identify relationships between keywords in data analysis. (Mulyanti et al., 2022)

Research Informants

Informants are sources of data that will be asked for information (Creswell, 2018). Selection of informants based on *purposive sampling*.

1. Generation Z Employees in Academic and Student Services
2. Head of Academic and Student Services at Institut Bisnis dan Teknologi Indonesia (INSTIKI).
3. Psychologist.

Data Analysis

The data analysis used in this research is the "Miles and Huberman Data Analysis Model" which is quoted from (Novento et al., 2023).

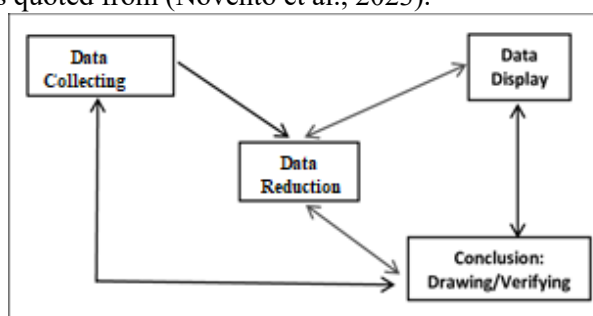


Figure 1. Miles and Huberman Interactive Model

Source:

https://www.researchgate.net/publication/320467599_The_implementation_of_school-based_lesson_study_at_elementary_school

Verification of Data Validity

The author tests the validity of the data with a credibility test using the triangulation method.

1. Triangulation of Sources, this technique tests the reliability of data by checking data to sources with different techniques. Triangulation techniques in this study are observation, interview and documentation to match the results obtained.

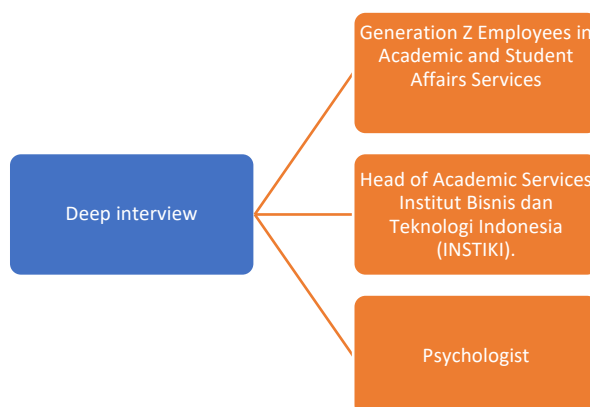


Figure 2. Illustration of Source Triangulation

2. Technical Triangulation, which is testing credibility by checking the same source data with different techniques. This research was conducted by collecting data using interview, observation and documentation techniques.

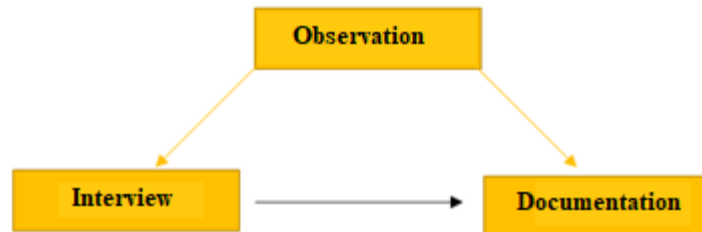


Figure 3. Illustration of triangulation technique

4. Empirical Findings/Result

Generation Z employees' efforts to control their emotions at work

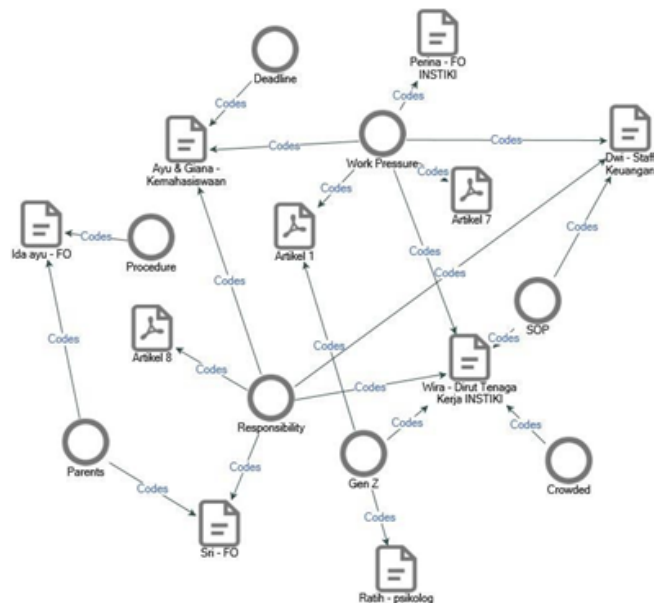


Figure 4. NVivo map analysis

Source: data processed, 2024

It can be seen from Figure 1 project map above that there are several codes that are confirmed by informants where they state that one of the causes of stress in the place where they work is responsibility. So from the code confirmed by Dwi who works as a financial staff where the informant said that with a lot of work pressure that makes him have to remain professional at work regardless of the pressure he faces when he works. Because it is one of the demands of informants entering the world of work. In addition, this was also confirmed by other informants who stated the same thing where

informants said that with all the problems faced in the world of work they must still have a high attitude of responsibility for what they do. Even though it makes them stressed and emotional at work, they must be able to control their emotions. The code above is also reinforced by article 1 entitled "Coping profiles among teachers: Implications for emotions, job satisfaction, burnout, and quitting intentions" where this article discusses each individual teacher profile that differs from one another regarding demographics, teaching-related emotions, job satisfaction, burnout, and quitting intentions.

The research findings show three different teacher coping profiles. So in the article alludes to how the responsibility of a teacher when they are dealing with various problems that exist and when they are in the problem how the coping of the individual in solving a problem (Chou et al., 2018; Reyad et al., 2018). (Chou et al., 2018; Reyad et al., 2018).. Above there is also a code parents where the parents confirmed by the informant are parents of students who are rigid and difficult to accept information and criticism conveyed by the informant where these conditions sometimes make them in a state of arguing with each other which often makes the informant feel stressed and emotional in him increases. This was revealed by informants Ida Ayu and Sri who both work as Front Office. so they have several complaints and similarities when they deal with various individuals when they become FOs, this sometimes makes informants feel *Work Stress* or their work pressure increases.

The impact of Emotion Focus Coping in optimizing employee performance and harmonization of Generation Z workers

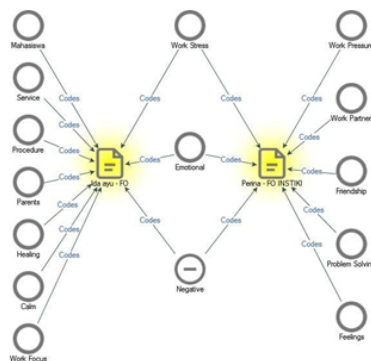


Figure 5. Person's Statement Comparison Analysis (emotion focused coping)

Source: Primary Data Processed, 2023

It can be seen from the comparative results of Ida Ayu - Fo and Perina - Fo that they have several similar perceptions about work stress and emotional besides that they also both have negative statements. So they have the same view of how they get *work stress*, so as said by kak Ida *work stress* that she gets when working is when she feels pressure from superiors or from students who register or ask her. This was also felt and confirmed by Perina, where she also felt the same thing when she received pressure from students' parents and various kinds of pressure from students' statements, she felt quite heavy emotions and pressure. (Hu et al., 2023; Sobry &

Fattah, 2023). And they both have their own ways to solve the problems they have. Like going to the canteen or *healing* with friends.

Perspectives from Generation Z leaders in seeing employee conditions

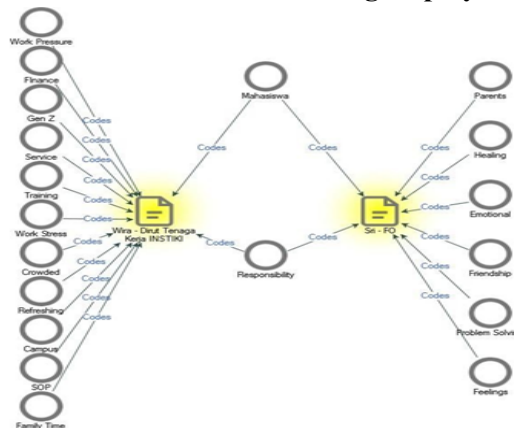


Figure 6. Person's Statement Comparison Analysis

Source: Data Processed 2024

The perspective of a leader, especially one from generation Z itself, there is a fairly deep understanding of the impact of stress on employees in the work environment. Pak Yudhi, as a leader who has been working at INSTIKI Denpasar for five years, realizes that work pressure, especially in serving students, can cause stress in employees. The above is a person statement between Mr. Wira who is the Director of INSTIKI's workforce and Sri from the FO, so they both confirm two things, namely students and responsibility. So Mr. Wira confirmed that students are one of the individuals he deals with most often when he works. just like Mr. Wira, informant Sri also confirmed that in his daily work he most often faces students and from his daily life he also gets many things from dealing with these students. As confirmed by Sri, where the informant said that he experienced many things ranging from pressure when he was doing work to even causing his individual emotions to be disturbed when dealing with various types of students who existed when he worked.

In addition, they both also confirm the responsibility where they informants have similar statements when they work, no matter how hard they get or pass, they must remain responsible for their work. Because it is from the pressure of their work and they must be able to be professional from this. (Basharat et al., 2014). And when they get work pressure or emotions at work they both have ways to solve their problems either from healing, refreshing, meeting with friends or meeting with their families.

Perspectives from psychologists on stress, emotions and coping

Emotion focus coping according to Mrs. Weni is effective when young people experience unstoppable emotions. The informant said that the cause of stress was caused by various things. The informant also confirmed that with many causes of stress, individuals must also be able to solve their problems in a good way by solving the problem first or overcoming individual emotions first. This is what the informant suggested. In addition, there is also the word *psychological* which is confirmed by the

informant by saying that many things should be an important concern. Because when the psychic of a person or individual has a problem, it will affect the physical as well. It is an interrelated thing, because when the psychic of a person is disturbed, his physical health will also be disturbed.

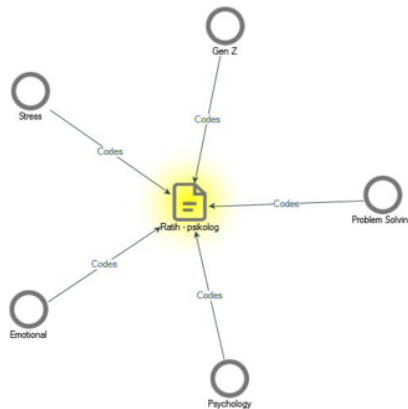


Figure 7. Word Frequency Mrs. Weni (Psychologist)

Source: Data Processed 2024

Word Frequency from Informants where several codes appear, namely, Gen Z where the informant explains that Gen Z is a generation that is very different from several previous generations. So the informant said that now Generation Z is a generation that has a nature to always compete, which is the nature that mostly makes this generation stressed because they cannot keep competing and showing up in front of other people and social media. (Sun et al., 2022). In addition, the informant explained that most of the stress triggers of this generation are caused by social media which is very widespread and becomes a show-off material which often makes most of them feel stressed because they cannot keep up with trending trends. In addition, above there is a problem solving code, where problem solving carried out by most people can be divided into two types, there the informant explained that we can reduce problems by first focusing on solving the problem or focusing on solving our emotions first.

5. Conclusions

Emotion focus coping efforts in maintaining the mental health of employees are very important. Because employees are assets owned at an Institute. At INSTIKI, employees, especially the z generation, make efforts to minimize their stress and emotions by telling stories to friends and family. That way they feel calm and get support back from their friends and family members and the impact is that they feel calm and regain their enthusiasm for work. In addition, the Director of Employees and Manpower also accommodates z generation employees by creating events such as outbound to minimize friction between employees in order to create harmony among employees. With these efforts they can feel the impact such as calmness and improvement in performance in the Institute.

Based on the above conclusions regarding the efforts and impacts made by employees and leaders based on emotion focus coping at INSTIKI Denpasar. The suggestions that are useful for employees and leaders of the Institute are as follows:

1. For leaders, especially the Director of Employees and Manpower, to remain consistent in implementing policies that can harmonize their employees and also be consistent in paying attention to the psychology of their employees.
2. For employees, especially generation z, to always be consistent in keeping their emotions positive. Because there are many negative things that people sometimes do to vent their emotions and stress.
3. Suggestions for future researchers are that this research is expected to be a reference for knowledge about emotion focus coping because there are still many who feel emotional tend to vent in a negative direction. Therefore emotion focus coping can be highly recommended when someone is experiencing intense emotions. And for future researchers who are interested in examining emotion focus coping on performance to use a wider object and also not only one generation but all generations.

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