

**PENGALAMAN KOMUNIKASI GENERASI Z DALAM
MENEGOSIASIKAN *WORK-LIFE BALANCE* DENGAN ATASAN
LINTAS GENERASI DI INSTANSI PEMERINTAH
(STUDI FENOMENOLOGI)**

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ABSTRAK

Perbedaan nilai kerja antara generasi Z dan generasi yang lebih senior dalam organisasi bercorak tradisional sering menimbulkan tantangan komunikasi, terutama dalam upaya menegosiasikan *work-life balance*. Budaya kerja yang masih menekankan hierarki, komunikasi formal, budaya lembur, dan loyalitas berbasis kehadiran fisik mendorong generasi Z untuk menyesuaikan cara berkomunikasi agar kebutuhan pribadi tetap dapat terpenuhi tanpa mengabaikan tuntutan organisasi. Penelitian ini bertujuan menjelaskan pengalaman komunikasi generasi Z dalam menegosiasikan *work-life balance* dengan atasan lintas generasi di Instansi X serta memahami pemaknaan pengalaman tersebut dalam budaya kerja bercorak tradisional. Penelitian menggunakan pendekatan kualitatif dengan metode fenomenologi sosial Alfred Schutz. Analisis data dilakukan menggunakan fenomenologi Moustakas melalui tahapan awal, *horizontalization*, *cluster of meaning*, serta deskripsi esensi. Data dikumpulkan melalui wawancara semi-terstruktur terhadap lima informan generasi Z yang bekerja di Instansi X dan memiliki atasan lintas generasi. Hasil penelitian menunjukkan bahwa generasi Z menegosiasikan *work-life balance* melalui penyesuaian cara berkomunikasi, pemilihan waktu yang tepat, serta penerapan batasan antara pekerjaan dan kehidupan pribadi. *Work-life balance* dimaknai sebagai upaya menjaga kesehatan fisik, kesehatan mental, dan produktivitas, sekaligus mendorong keberanian menyampaikan pendapat tanpa mengabaikan norma hierarki organisasi. Pengalaman tersebut menunjukkan bahwa negosiasi merupakan bentuk adaptasi terhadap budaya kerja tradisional untuk menjaga keseimbangan antara tuntutan pekerjaan dan kehidupan pribadi.

Kata kunci : Atasan lintas generasi, Generasi Z, Negosiasi, Pengalaman komunikasi, *Work-life balance*.

**COMMUNICATION EXPERIENCES OF GENERATION Z IN
NEGOTIATING WORK–LIFE BALANCE WITH CROSS-GENERATIONAL
SUPERVISORS IN GOVERNMENT INSTITUTIONS : A
PHENOMENOLOGICAL STUDY**

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ABSTRACT

Differences in work values between generation Z and older generations within traditional organizations often create communication challenges, particularly in negotiating work-life balance. A work culture characterized by hierarchical structures, formal communication, overtime practices, and loyalty measured through physical presence encourages generation Z employees to adapt their communication strategies in order to fulfill their personal needs without neglecting organizational demands. This study aims to explain the communication experiences of Generation Z in negotiating work-life balance with cross-generational supervisors at Institution X and to understand how these experiences are interpreted within a traditional work culture. This study employed a qualitative approach using Alfred Schutz's social phenomenology. Data were analyzed using Moustakas' phenomenological analysis through the stages of initial analysis, horizontalization, clustering of meanings, and essence description. Data were collected through semi-structured interviews with five Generation Z employees at Institution X who worked under supervisors from different generations. The findings indicate that generation Z negotiates work-life balance by adapting their communication styles, choosing appropriate timing, and establishing boundaries between work and personal life. Work-life balance is perceived as an effort to maintain physical health, mental well-being, and productivity while encouraging employees to express their opinions confidently without disregarding the organization's hierarchical norms. These communication experiences demonstrate that negotiation serves as a form of adaptation to a traditional work culture in maintaining a balance between work demands and personal life.

Keywords: *Cross generational supervisors, Communication experience, Generation Z, Negotiation, Work-life balance.*