

Work-life Balance Dilemma of Chinese Millennial Employees: Factors affecting the Perception of Work-life Balance

Sihui Yang
Sukij Khochuaklang
Pawinee Stargell

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Abstract:

More spotlight is given to Work-life balance (WLB), as people's living standard keeps increasing in China. The research on WLB has been relatively in-depth in European and north American countries, and has reach a peak in early 20th century. Meanwhile, China's exploration in this field is still in a preliminary stage, let alone taking WLB initiatives in enterprises. However, as Millennials have gradually become the main force in the labor market, the conflict between Millennial employees' emphasis on work-life balance and lagging HRM concepts gives rise to the management difficulties and high turnover rate among Millennials in recent China. In order to find whether there is a link between the Millennials' work value and their perception of WLB, and contribute empirical evidences to the research of WLB in China, this study examined the predicting effects of work/non-work demands on work-life balance, and explored how work value, work flexibility and supervisor support affect the perception of work-life balance. A total of 390 questionnaires were collected from 16 commercial banks in Nanning, Guangxi province, China for quantitative analysis. The results indicate that work/non-work demands are the direct determinates lead to work-life unbalance/conflict; the millennial employees values work-life balance more than the prior generations and negatively related to work-life balance; work flexibility and supervisor support are positively related to work-life balance.

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I. INTRODUCTION

For centuries, Chinese people are well known in the world for their hard-working culture and spirit of dedication. However, there is something gradually changed in the attitudes among the young generations. Different from the elder generations' beliefs, achieving a balanced lifestyle is more important than work for the Millennials (Sturges, J. & Guest, D, 2004). Zhaopin.com, a leading career platform in China indicated in its yearly report of employment that

achieving WLB has been the primary target of Chinese employees' career plan for the next three years (Lei, Z., 2014). However, it is hard for the elder generations who are still keeping the traditional work modes to understand their work attitudes, and they criticize the Millennials having no sense of responsibility, dedication and hard work (Qian, S., Xu, Z., and Wang, L., 2015). Different work values, especially the opinions toward work-life balance, rooted in different generations raises the potential conflicts between managers and their

millennial subordinates (Xiao, J. M. & Zhang, H. S., 2013). Not only these conflicts in management may give harm to enterprises' operation, ignoring employees' demand of WLB may also cause high tangible cost to the organization, in terms of voluntary turnover and absenteeism (Hughes & Bozionelos, 2007). Zhaopin.com also reported in a recent investigation that the Millennials job-hop most frequently among different generations in recent labor market, with 60% of which are planning to job-hop in the next year (Zhaopin, 2015).

Even though the elder generations haven't realized the importance of work-life balance, conflict between work and life, which was not obvious under the traditional life style, has gradually become prominent (Kinglun Ngok & Xueyong Yan. 2013). Especially in recent years, the growing problems of sub-health, overwork death, job burnout, high divorce rate, and low life satisfaction have made work-life balance a hot issue in workplace in China, which turns Chinese people's attitudes towards work and life from work-first to pursuing the balance of work and life (OUYANG Yanling, 2014). According to a global survey in 2007 by International Research InstituteS (IRIS), 59 percent of Chinese people suffer from work-life imbalance, 10 percentage points higher than the average of 24 countries (Kinglun Ngok & Xueyong Yan. 2013). With heavier tasks and responsibilities, working people are facing more role pressures and conflicts from both work and life domains, which may lower employees' work and life satisfaction (Duxbury & Higgins, 2001; Guest, 2002), weaken employees' performance (Guest, 2002), and further influence the overall

improvement of organizational competitiveness (Clark, 2001).

Despite the severe work-life imbalance problem faced by Chinese employees, the lack of awareness has led to a dearth of research on WLB. Numerous theoretical and practical research on WLB has been conducted in many western countries and regions, such as the USA, Canada, UK, and some European Union countries. And many companies in those countries also started to practice "work-life balance program", which includes "flexible time" policy, family-friendly policy, child care supports, telecommuting and so on (Smith, K. T. 2010, Khan & Fazili, 2016). On the contrary, It is hardly found the empirical research about the state of WLB among employees in Chinese labor market, but only a few reviews of the literature of western research (Zhang, W., Duxbury, L., & Li, L., 2006; Huang, W. et al., 2016), which hardly arouse the managers' awareness of employees' crucial needs for work-life balance.

Work-life Balance

Work-life balance is defined by Clark (2000) as "a satisfaction and good functioning at work and at home with a minimum of role conflict". Work refers to career and ambition, while life refers to pleasure, leisure, family and spiritual development. And balance refers to a proper prioritizing between them (Khan & Fazili, 2016). At present, most of the theoretical and practical studies on WLB originate from advanced countries in Europe and North America (Khan & Fazili, 2016). Plenty of deep and broad studies have been conducted in regard to antecedent variables (like work-related demand, work-related resources, personality, family related factors

and other factors including income level, family support, gender and social culture), outcome variables (like work/life satisfaction, physical and mental well-being, performance, organization commitment, and intention to leave) and gender differences (Huang et al. 2016). However, there are few studies are analyzed from the perspective of Generation Y.

Sturges and Guest (2004)'s study focused on the attitude and experience relating to WLB among young workers who just graduate in UK. The results of the study find out achieving the balanced lifestyle is very important to the graduates at the beginning of their career and will be more important as they work longer and have more family responsibilities. The result also indicates that working hours and organization support are the two main factors influencing the perception of work/non-work conflict. Smith (2010) explored the WLB perspectives of Millennial job candidates in America. She found out that Millennials regard WLB as important to quality of work, job performance, ethical decision-making, and long-term job satisfaction. Besides, flexible work arrangements are proved to be preferred by Millennials, which will assist Millennials in achieving their WLB goals. These two studies both reveal the importance of WLB to millennials, and also validate the factors affecting Millennials' perception of work-life balance, which all together give enlightenment to this study to solve the similar problems in current Chinese labor market.

Generation Y

Due to different growth experience and living environment of millennials, the millennials have formed distinctive psychological and behavioral characteristics significantly different from the elder generations (Cennamo, L., & Gardner, D., 2008). Millennials, or Generation Y, is the generation group born between 1980 and mid-1990 (Cennamo, L., Gardner D., 2008). Born in to the era of technology boom, Generation Y's have formed unique attitudes towards work, generally being resourceful, creative, flexible, quick, efficient, technologically savvy, and more problem solving and communication oriented than the elder generations; meanwhile, they are also more demanding, more life-style oriented (at times, at the expense to their focus on work), and more concerned with their own achievements and advancement than that of a team (N-Dynamic Market Research Institution, 2011). In China, these features are even more pronounced. Chinese Millennials not only grew up in the information age, but also experienced the era of China's globalization and reform and opening up, witnessed the most dramatic social and economic changes and the fastest rise of a country. What's more, they were also born into the years when China implemented one-child policy. Experiencing the significant improvement of living standard and enjoying all the resources and love in the family, Millennials in China drive their work expectations from personal internal goals, but not external family pressures (N-Dynamic Market Research Institution, 2011). Therefore, how to meet Millennials employees' needs both in work and life may be the key to retain Millennials for the organization managers.

The conflicts between the millennial employees' desire for a balanced lifestyle, the increasing work and non-work demands and managers' unawareness and misunderstanding of their needs all together lead to the work-life balance dilemma of the Millennials in China. As Millennials entering their employment peak, and gradually becoming the main force in the labor market, it is urgent to aware the importance of this problem.

In order to solve this dilemma, and also to demonstrate WLB related theories in China, an empirical research on work-life balance focusing on millennial employees is necessary. Based on the characteristics of China's work environment and organizational culture, the researchers try to include as many variables as possible which may affect the Millennials' perception of WLB in this study, in order to understand what factors that generate work-life conflict/imbalance in the Chinese workplace, how work value affect Chinese employees' perception of work-life balance, and how to avoid and alleviate work-life conflict/imbalance by using organizational resources appropriately.

Hypotheses of the Study

Most previous research considered demands from work and non-work (most refer to family in the early years) as the main predictor of the level of work-life balance (Duxbury & Higgins, 1991; Ozer, 1995; Williams et al., 1991; Guest, 2002; Crooker, 2002; Zhang, w al et, 2006). Role theory provides insight to how high work and non-work demands affect individuals' perceive of work-life balance (Boles, Johnston, & Hair, 1997; Kossek, Noe, & DeMarr, 1999;

Crooker, 2002; Khan & Fazili, 2016). Time is limited for individuals within a day. If demands from one domain occupy too much time, individuals may not able to meet the commitment and obligation of the roles that other domains members expect them to do. And when all domains require a great amount of time and commitment, it will be very difficult for individuals to keep work-life balance and significant role conflict may occur (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Greenhaus & Beutell, 1985; Williams & Alliger, 1994; Singh, 1998). With high demands in all spheres of life, one has to make difficult choice, and may face some conflicts and role overload (Guest, 2002).

H1: Work/non-work demands is negatively related to work-life balance, that is individuals with more work/non-work demands will tend to perceive lower level of work-life balance.

In Guest's model of work-life balance (2002), one very important individual factor that affects the perception of work-life balance is work values, especially for the extent to which work is a center of interest in life. In the workplace of the 21st century, a growing number of young people are embracing a 'life style' career anchor, while the older generation prefer traditional 'general managerial competence' anchor (Schein, 1996). The different values relating to these career anchors exist in current workplace and generate conflicts (Sturges & Guest, 2004), which also imply that the perception of work-life balance may be different between Generations. In the contrast to Generation X's value emphasizing collectivism and devotion,

Generation Y think that work is not the most important part in life, but a way to achieve life goals (Smola & Sutton, 2002). This may be the key reason that the youngest generation is much easier to perceive work-life imbalance compared with the older generation.

H2: Work value is negatively related to work-life balance, that is individuals with higher level of work value on work-life balance is more likely to perceive lower level of work-life balance.

Guest also indicated in his work-life balance framework (2002) that the culture of work may support employees' work-life balance through flexibility policies and practices, such as occasional time off work and flexible hours. In western countries where work-life balance has been well studied for decades, such as Canada, USA, UK, and some European countries, flexibility management has been implemented as a family-friendly policy for many years. In addition, some studies show that employees of Generation Y have a special preference for flexibility work (Smith, K. T., 2010).

H3: Work flexibility is positively related to work-life balance, that is individuals with more work flexibility is more likely to perceive higher level of work-life balance.

In addition to work flexibility, supervisor support is another importance factor which may affect the employees' perception of work-life conflict. The accessible communication and understanding can help employees easier to fulfill demands from different domains. Supervisory discretion largely determines individual discretion over work flexibility (White, M. el at., 2003).

Many previous studies conducted in European and North America have demonstrated that supervisor support was negatively related to perceived work-life conflict (Thomas & Ganster, 1995; Frone et al., 1997; Duxbury, Higgins & Coghill, 2003).

H4: Supervisor support is positively related to work-life balance, that is individuals with more supervisor support is more likely to perceive higher level of work-life balance.

II. MATERIALS AND METHODS

2.1 Participants

Samples (N=390, Male=160, Female=230, Mage=28.5) were collected from 16 commercial banks in the urban area of Guangxi province in China. Questionnaires were sent to the Millennial employees (born between 1980 and 1995) from branches of these 16 banks in Nanning, the capital city of Guangxi Province both in paper and online (see Table 1, for more demographics). All respondents answered to the same questionnaires related to work-life balance according to their own perspective. In order to protect the privacy of the participants, all the questionnaires are anonymous.

2.2 Procedures

The data collected from questionnaire will be analyzed by using the appropriate statistical techniques of SPSS. In the first step, reliability analysis will be tested to make sure the design of this research is stable and reliable. Then for all the variables being tested in this research, means, standard deviations, correlations will be calculated in order to get the features of each variable and serve for further analysis. Linear regression analysis is the main analysis method that

used in this study, including both multiple linear regression analysis and Hierarchical multiple linear regression analysis. Multiple linear regression analysis is used to test the relationship between four independent variables and work-life balance separately, while hierarchical multiple linear regression analysis will be used to test the joint predictive effects of work and non-work demands, work value, work flexibility, and supervisor support on work-life balance.

2.3 Measurement

Relevant personal demographic and work situation characteristics data are selected as control variables. Personal demographic includes age, gender, marital status, education and income; work situation characteristics include job position, and organizational tenure. All control variables are measured in one item scale. According to the hypotheses above, there are four independent variables: work/non work demands, work value, work flexibility and supervisor support, each of which has several items. Except work/non-work demands, all items are measured by 5-points Likert scale, with 1 being 'never' and 5 being 'always' for the items of work-life balance, 1 being 'strongly disagree' and 5 being 'strongly agree' for the items of work value, work flexibility and supervisor support.

The dimensions of work/non-work demands include four factors, which are, a) work demands, b) family demands, c) demands of profession development, and d) demands of community and free time activities. Work demands are measured by working hours, work intensity, work pressure, social engagement and shift work. Family demands are measured by number of children, the age

of youngest child, number of the dependent elders. As for demands of professional development, question will be asked about whether they are undergoing or preparing for any further professional development. Demands of community and free time activities is evaluated by the questions about the frequency they participate in free time activities (leisure activities).

Work value is the dimension that related to work-life balance under Lyons's (2004) framework of work value. A three-item scale is chosen from this framework, which are about hours of work, work-life balance and the importance of work.

The measurement of work flexibility is based on Clark's (2000) classification: temporal flexibility, which gives employees some control over working time; operational flexibility, which gives employees to have some autonomy over the content of work; and supportive supervision, which allows rules to be flexible in the cases of personal emergencies. Therefore, work flexibility is measured by flexible work time/places, equal penetration, work autonomy and flexible vocation choice.

Supervisor support is assessed by three-item scale designed by researcher herself based on Clark's border theory. Respondents are asked about their perception regarding to whether their supervisor can well understand them, provide support when they are in need and allow them to leave for family and personal emergencies.

The measurement of Work-life balance is adopted from the previous research and academic survey. The first 5 items are from

the European Social Survey (ESS). It is an academically driven cross-national survey that has been conducted across Europe since its establishment in 2001. However, this measurement has 4 items regarding to work interferes with home/family life, and only 1 item in terms of home/family life interferes with work, which is not enough to compare the two interferences with opposite directions. Therefore, two more items related to home/family life interferes with work are selected from Hayman's instrument for measuring work-life balance. (Hayman, 2005).

III. RESULT AND DISCUSSIONS

3.1. Descriptive analysis

Table 1 shows the demographics characteristics of the investigated millennial employees. Among the total samples, women are nearly 20% more than men. Most of them are aged from 27 to 32. As for marriage status, the numbers of married and unmarried people are almost the same. One distinctive characteristic is that the education level is relatively high, with 81.5% of them having bachelor degree and 14.9 % having higher level degree. Most of the millennial employees work as front-line staff in the commercial banks, accounting for 73.3%. 31.0% of them have worked for 3-5 years. As for annual income, most of them earn less than 100,000 Chinese Yuan a year.

Table 2 presents the mean, standard deviations, and correlations for all the independent and dependent variables analyzed in this research. It is easily seen from table 2 that the work demands of bank millennial employees are higher than their non-work demands. Their average weekly

working hours is 45.65, with 82.1% working more than 40 hours a week, which reveals that most bank employees work overtime and nearly half of them working more than 50 hours a week (in table 4). Compared with the 2001 national work-life conflict survey in Canada, which have only 48% working people worked more than 40 hours a week and 26% worked more than 50 hours (Duxbury & Higgin, 2002), Chinese bank employees' working hours are much longer than the working people in Canada. Work intensity and work pressure are as high as around 3.5, while social engagement and work shift is around 2.5. As for non-work demands, only number of children and free time activities are above 2.0, with 2.23 and 2.81, while the age of youngest child, number of dependent elders, and professional development plan are all below 1.5. The three items of work value got the highest values of mean, especially for 'favorable work environment', which reflects millennial employees' work value orientations towards work-life balance and their desire to achieve work-life balance. Flexible work time/place, equal penetration, work autonomy and flexible vocation choice are just at a middle level, around 3, which indicates that the average of them are holding a neutral position toward work flexibility that they allowed to have in the banks. On the contrary, they got higher support from their supervisors, with understanding, communication and coordination, and personal and emergency leave at around 3.5. The overall average measurement of work-life balance is only 3.01, in a neutral position, meaning that quiet a number of them are suffering work-life imbalance. The Pearson coefficient listed in table 5 shows

that most of the variables are independent but related to the dependent variable.

Table I
Sample demographic characteristics (N=390)

Gender	Frequency	Percent (%)	Marital status	Frequency	Percent (%)
Male	160	41.0	Single	196	50.3
Female	230	59.0	Married	194	49.7
Age	Frequency	Percent (%)	Organizational tenure	Frequency	Percent (%)
26 and below	119	30.6	less than 1 year	50	12.8
27-32	216	55.2	1-2 years	79	20.3
33-38	55	14.2	3-5 years	121	31.0
			6-10 years	103	26.4
			more than 10 years	37	9.5
Highest education	Frequency	Percent (%)	Annual income (Yuan)	Frequency	Percent (%)
High school or lower	2	0.5	less than 100,000	184	46.2
Secondary school/ junior college	12	3.1	100,000-190,000	150	38.5
Bachelor's degree	318	81.5	200,000-290,000	44	11.3
Master's degree	56	14.4	300,000-390,000	8	2.1
Doctorate degree	2	0.5	400,000 and above	4	1.0
Job position	Frequency	Percent (%)	Working hours	Frequency	Percent (%)
Front-line staff	286	73.3	≤40	70	17.9
Back office staff	58	14.9	>40	320	82.1
Middle manager/director	32	8.2	≥50	183	46.9
Senior manager/branch manager	14	3.6			

Table II:

Means, standard deviations, and zero order correlations for the variables in the analysis (N=390)

Variables	M	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
		D																					
1. Work- ing hours	45. 65	13. 14	—																				
2. Social engage ment	2.8 6	.91	.2 5**	—																			
3. Work shift	2.4 3	1.1 3	.0 1	.0 2	—																		
4. Work inten- sity	3.7 1	.78	.4 0	.2 9**	.0 9	—																	
5. Work pres- sure	3.7 8	.73	.4 1**	.3 1	.0 7	.6 3**	—																
6. Num- ber of child- ren	1.4 2	.61	- 0	.0 8	- 1	.0 3	- 0	—															
7. Age of young est	2.2 3	1.7 2	- 0	.0 9	- 1	.0 4	- 0	.8 8**	—														

[illegible]

[illegible]

*. $p < .05$. ** $p < .01$. (two-tailed tests)

3.2. Multiple regression analysis

Four hypotheses were tested separately by multiple regression with work/non-work demands, work value, work flexibility and supervisor support as independent variables and work-life balance as dependent variables. Table 3 summarizes the results of four regression models. Model 1 examined the effect of work/non-work demands on work-life balance, with $F=17.789$ and $P=0.000<0.05$, demonstrating that this model is statically significant. As for work

demands, only work shift ($P=0.102>0.05$) is not significant, but working hours ($P=0.037<0.05$, $Beta=0.101$), social engagement ($P=0.014<0.05$, $Beta=0.014$), work intensity ($P=0.000<0.05$, $Beta=0.217$) and work pressure ($P=0.000<0.05$, $Beta=0.237$) are all positively affect work-life balance. Number of children ($p=0.028<0.05$, $Beta=0.197$) and age of youngest child ($P=0.005<0.05$, $Beta=0.255$) are the variables of non-work demands that significantly affect work-life balance. The rest non-work demands, number of

dependent elders, professional development, and free time activities do not significantly affect the level of work-life balance. These results support hypothesis 1.

Model 2 tested the relationship between work value and work-life balance, with $F=6.863$, and $P=0.000<0.05$, suggesting there is a linear correlation existing between them. 'Favorable work environment' ($\text{Beta}=0.122$, $p=0.28<0.05$) and 'work is not the most important thing' ($\text{Beta}=0.177$, $p=0.001<0.05$) had significant positive regression weights, indicating employees with higher scores on these two scales were expected to have lower level of work-life balance. 'Convenient work time' didn't contribute to this multiple regression model. These results support hypothesis 2.

Model 3 presents the impact of work flexibility on work-life balance. The result indicates that the multiple regression model has statistical significance ($F=5.496$, $P=0.000<0.05$). Unexpectedly, among 4 scales, 'flexible work arrangement' ($p=0.265>0.05$), 'equal penetration'

($p=0.499>0.05$), 'work autonomy' ($P=0.196>0.05$) do not take effect except 'flexible vocation choice' ($p=0.002<0.05$). However, it still indicates that the work flexibility positively affects work-life balance, which support hypothesis 3.

Model 4 with supervisor support as its independent variable has statistical significance ($F=13.003$, $p=0.000<0.05$). 'Understanding' ($p=0.034<0.05$) and 'communication and coordination' ($p=0.007<0.05$) are positively and significantly influent work-life balance, which indicates that the employees who have more 'understanding' and 'communication and coordination' from their supervisor will have higher level of work-life balance. On the contrary, 'personal and emergency leave' ($p=0.871>0.05$) do not contribute to the multiple regression model. The results of model 4 supports hypothesis 4.

Table 3: Multiple regression with work/non-work demands, work value, work flexibility, and supervisor support as independent variables separately ($N=390$)

Table I:

Multiple regression with work/non-work demands, work value, work flexibility, and supervisor support as independent variables separately (N=390)

Model		B	Beta	Sig.	R ²	ΔR ²
1	Work/non-work demands				0.319	0.319
	Working hours	.046	.046	.037		
	Social engagement	.075	.075	.014		
	Work shift	.038	.038	.102		
	Work intensity	.167	.167	.000		
	Work pressure	.194	.194	.000		
	Number of children	.194	.194	.028		
	Age of youngest child	.089	.089	.005		
	Number of dependent elders	.025	.025	.461		
	Professional development	.012	.012	.735		
2	Free time activities	-.053	-.053	.093		
	Work value				0.051	0.051
	Convenient work time	-.023	-.043	.432		
	Favorable work environment	.083	.122	.028		
3	Work is not the most important thing	.098	.177	.001		
	Work flexibility				0.054	0.054
	Flexible work time/places	-.038	-.070	.265		
	Equal penetration	.027	.047	.499		
4	Work autonomy	-.045	-.080	.196		
	Flexible vocation choice	-.097	-.174	.002		
	Supervisor support				.092	.092
	Understanding	-.090	-.147	.034		
	Communication and coordination	-.120	-.186	.007		
	Personal and emergency leave	.006	.009	.871		

Note: dependent variable: work-life balance, $p < 0.05$

3.3. Hierarchical multiple regression

Through the above literature review and analyses, we have already known that work/non-work demands are the fundamental source of work-to-life conflict, which directly affects employees' perception of work-to-life balance. We have also verified that work value, work flexibility, and supervisor support have significant impacts on the level of work-to-life balance. However, when these four independent variables are taken into account, do they affect work-life balance synergistically? Table 4 show the results of the hierarchical multiple regression, which have four independent variables to be entered gradually in four models, revealing whether work value, work flexibility and supervisor support will increase the prediction level of work/non-work demands on work-life balance. After

only adding work value in model 2, then the R² increased by 0.018, $F(2, 387) = 43.966$ ($p < 0.05$), indicating that this model is statistically significant. Model 3 add work flexibility in it, then the R² increased by 0.028, $F(3, 386) = 43.966$ ($p < 0.05$), which shows statistical significance. The final model, including four independents variables, also has statistical significance, with R² increasing by 0.035, $F(4, 385) = 31.677$ ($p < 0.05$). However, in the final model, when all the independent variables are included, all the other three variables have significant effects on work-life balance, except work flexibility ($P = 0.308 > 0.05$). That is to say, when four independent variables are taken into account to predict work-life balance, work flexibility will not be included in the final equation.

Table IV:
Hierarchical multiple regression on work/non-work demands, work value, work flexibility, and supervisor support (N=390)

Variables	Model 1		Model 2		Model 3		Model 4	
	B	Beta	B	Beta	B	Beta	B	Beta
Work/non-work demands	.625	.408	.605	.395	.581	.380	.541	.353
Work value			.109	.137	.108	.137	.134	.169
Work flexibility				-.120	-.168	-.120	-.038	-.053
Supervisor support							-.177	-.223
R ²	.167		.185		.213		.248	
F	77.515		43.966		34.842		31.677	
ΔR ²	.167		.019		.028		.035	
ΔF	77.515		8.849		13.706		17.667	

Note: dependent variable= work-life balance p<0.05

IV. CONCLUSION

The primary purpose of this research was to develop a better understanding of millennial employees' desire and value on work-life balance in China, and explore how work/non-work demands, work value, work flexibility and supervisor support affect the perceived level of work-life balance as a role of predictors. Accordingly, a predictive model was built and four hypotheses were tested to achieve this goal. Overall speaking, the results support all the hypotheses. It proved that work/non-work demands, work value is negatively related to work-life balance, while work flexibility and supervisor support is positively related to work-life balance.

Study findings demonstrate that work/non-work demands explain 32% of the variance in work-life balance, which supports Guest's inference in 2002 that demands from work and home domains are the original sources of work-life conflict/imbalance. Among all the work/non-work demands, the affects from work demands are higher than non-work demands. As been well demonstrated in previous research, work hours, work intensity and work pressure are negatively and significantly affected employees' perceived work-life balance, that is who works longer hours and has higher work intensity and pressure is more likely to perceive lower work-life balance (white, 2003; Hyman, et al., 2003; Voydanoff, 2004). Social engagement related to

work, the product of the specific influence of Chinese workplace culture, is also negatively related work-life balance, which can be considered as quite an original finding in the context of Chinese workplace. Nevertheless, the analyses results didn't support Hyman, et al.'s finding that work shift negatively affect work-life balance (Hyman, et al), and that probably because Banks don't need to be open 24 hours a day like call centers. Regarding to non-work demands, number of children and the age of youngest child are also the sources that increase employees' difficulties to achieve work-life balance (Frone & Yardley, 1996;), which is different from White's finding (2003) that children related factors did not take much effects on negative work to life spillover. Unexpectedly, the demands of professional development (Crook, Smith, and Tabak, 2002) and free time activities (Guest, 2002) did not affect employees' perceived level of work-life demands.

The findings regarding to work value support hypothesis 2 in this paper. At the same time, it also confirmed Stuges & Guest (2004) and Smith (2010)'s studies that millennial employees or employees of generation Y place great emphasis on work-life balance, and as the degree of this value getting higher, the more easily they perceive work-life imbalance. Specifically, the value of 'Working in an environment that allows you to balance your work life with your private life and family responsibilities' and 'Work is not the most important thing in my life' negatively affect work-life balance. The work environment mentioned here refers to the regulations, moral norms, and organizational culture within an organization. Millennial employees' attitudes towards whether they favor an organization with regulations, moral norms and organizational culture allowing its millennial employees to achieve work-life balance, directly affects their perception of work-life balance. It is obvious in the results that the majority of the millennial employees in Chinese commercial banks are holding 'yes' to this question. Besides, those young employees' answers to 'work is not the most important thing in my life' can

predict their perceived work-life balance to some extent. Unlike the previous generation's value emphasizing work and considering personal life is subordinated to work, employees of generation Y treat work and personal life equally and consider work as a way to enhance lifestyle, which makes them more likely to perceive work-life imbalance when they facing work-life interference and role overload (Stuges & Guest, 2004).

The results that work flexibility and supervisor support positively relate to work-life balance support hypothesis 3 and 4. As two kinds of accessible organization resources, more flexibility and more supervisor support will increase employees' feeling toward work-life balance (white, 2003; Voydanoff, 2004; Au & Ahmed, 2015). Different from Hill et al. (2001) and Voydanoff's (2004) findings, flexible work time/places, equal penetration and work autonomy didn't affect work-life balance as the finding, but only flexible vocation choice took effect (Smith, 2010). These results may be explained by Clark's work-life balance theory (2001) that only when two domains are very similar can the highly flexible work arrangement make the two different domains better integrate and thus reduce the work-life conflict, vice versa. However, employees' work domains and non-work domains are very different in the context of banking industry, so that flexible work time/place and highly work autonomy may increase their difficulties to change roles, which would not be helpful to achieve work-life balance. As to supervisor support, the more 'understanding' and 'communication and coordination' receive from the supervisor, the higher work-life balance the employees will perceive according to this research.

In addition, when all independent variables were added to the model to jointly predict the level of work-life balance, all the variables played a predictive role except work flexibility. This finding demonstrates that when controlling work/non-work demands, workplace flexibility does not affect the perceptions of work-life balance. In other words,

when work/non-work demands remain constant, the impact of work flexibility on work-life balance will fail. For example, if work/non-work demands stay in a very high level, no matter how much work flexibility the employees are allowed to have, it won't change the result that they will perceive low level of work-life balance. On the contrary, work value and supervisor support will still be effective jointly with work/non-work demands. In this case, if the employees are facing high work/non-work demands, higher degree of work value on work-life balance will makes the situation even worse, while more supports from supervisors will alleviate the low perceived work-life balance.

The difficulty in achieving work-life balance isn't just a dilemma for millennial employees, but also a dilemma for managers to retain young talented people. Talent is the most important intangible asset of an organization nowadays. In today's social stage, millennials with high level of education, comprehensive skills and other characteristics have become an indispensable backbone to promote economic and social development. Through this research, we suggest the managers to understand the millennial employees' emphasis on work-life balance and their 'lifestyle' career anchor based on their psychological needs. It is necessary for the managers to practice work-life balance program and family-support program, such as flexible time, vacation, child-caring, telecommuting, etc., in order to increase employees' abilities to achieve work-life balance.

The purpose of this research to give suggestions to organizational managers, therefore, when analyzing the available resource, only work flexibility and supervisor support are taken into consideration. In fact, resources also include colleagues' support, family support, social support and other resources that the employees can access to in other domains, which can be analyze in future studies. The sample size of this research is not big enough, and is limited in bank industry only. More research can be done by

enlarging the sample size and testing in other industries to see whether the results are the same as this research. Since this study is targeted at employees of generation Y, data collection is limited to this group, and a comparison with previous generations of employees is conducted directly through literature review. Future studies can collect data of different generations of employees for the comparison at the same time, so as to more intuitively draw the gap between their values and the other variables related to work-life balance. Or, you could look at the same generation of people at different points in time and see if their values and other relevant predictors will change their predictive effects on work-life balance over time. What's more, there are more individual internal factors that may affect the level of work-life balance except work value, such as personality, personal control and coping, which need more research to explore.

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