

DOI: 10.38173/RST.2024.28.2.12:135-145

Title:	<i>GENERATION Z AT WORK – PERCEPTIONS OF WORK-LIFE BALANCE</i>
Authors:	Nicoleta Dorina RACOLȚA-PAINA Iulia LAZĂR

Section: Social Science

Issue: 2(28)/2024

Received: 13 September 2024	Revised: -
Accepted: 6 November 2024	Available Online: 15 November 2024

Paper available online [HERE](#)

GENERATION Z AT WORK – PERCEPTIONS OF WORK-LIFE BALANCE

Nicoleta Dorina RACOLȚA-PAIŢĂ¹
Iulia LAZĂR²

ABSTRACT:

THE GROWING PROPORTION OF GENERATION Z EMPLOYEES HAS SPARKED SIGNIFICANT INTEREST IN UNDERSTANDING THE CHARACTERISTICS AND PREFERENCES OF THIS GENERATION. THE PURPOSE OF THIS STUDY IS TO ASSESS THE WORK-LIFE BALANCE PERCEPTIONS OF GENERATION Z EMPLOYEES, WITH THE PRACTICAL PART CONDUCTED AMONG YOUNG EMPLOYEES IN ROMANIA. THE CHOICE OF THE TOPIC IS JUSTIFIED BY THE IMPORTANCE GIVEN BY YOUNG EMPLOYEES REGARDING THE BALANCE BETWEEN WORK AND PERSONAL LIFE, KNOWING HOWEVER THAT GENERATION Z IS NOT HOMOGENEOUS. THE RESEARCH OBJECTIVES ARE: (1) TO IDENTIFY THE STATUS OF GENERATION Z EMPLOYEES IN RELATION TO WORK-LIFE BALANCE, AND (2) TO DETERMINE HOW GENERATION Z EMPLOYEES PERCEIVE THEIR EMPLOYERS IN RELATION TO FOSTERING AN ORGANIZATIONAL ENVIRONMENT CONDUCIVE TO WORK-LIFE BALANCE. TO ACHIEVE THESE OBJECTIVES, A QUANTITATIVE SURVEY WAS CONDUCTED. THE KEY FINDINGS HIGHLIGHT THAT, FOR THE STUDIED SAMPLE, WORK-LIFE BALANCE HOLDS GREATER SIGNIFICANCE THAN EVEN GENEROUS REMUNERATION. PARTICIPANTS BELIEVE THAT THEY HAVE ACCESS TO RESOURCES THAT FACILITATE WORK-LIFE BALANCE IN THEIR COMPANIES, AND THAT THE CURRENT IMPLEMENTATION OF THE “WORK-LIFE BALANCE” CONCEPT MEETS THEIR EXPECTATIONS.

KEY WORDS: GENERATION Z, WORKFORCE, WORK-LIFE BALANCE, ROMANIA

INTRODUCTION

Globally, the massive entry into the labor market of Generation Z, those born between 1996 and 2010 [1] is a reality, with the percentage of employees in this generation following an upward trend, from 10% in 2019 to 30% in 2030 [2].

The presence of Generation Z in companies represents a challenge for HR specialists, due to their expectations from the workplace, such as a better work-life balance, continuous education and upskilling, a greater emphasis on diversity, inclusion and sustainability [3]. In fact, the diversity of employees is one of the factors with a major impact on the activity of

¹ Associate Professor, Ph.D., Faculty of European Studies, Babeş-Bolyai University, Cluj-Napoca, Romania, nicoleta.paina@ubbcluj.ro.

² MA, Faculty of European Studies, Babeş-Bolyai University, Cluj-Napoca, Romania Cluj-Napoca, Romania, iulazar@yahoo.com.

companies, along with continuous innovation and the evolution of technology [4]. The COVID-19 pandemic (officially declared in March 2020) accelerated the adoption of hybrid work models, including telework and flexible working hours [5].

This paper seeks to explore how Generation Z employees perceive work-life balance, recognizing that this factor is a top priority when selecting a job, followed by opportunities for learning and development, as well as the level of remuneration [6]. The objectives of this research are the following: (1) to identify the situation of Generation Z employees regarding work-life balance; (2) to identify the way in which Generation Z employees perceive their employer in relation to the implementation of a system that ensures work-life balance. The practical part of this paper is carried out at the level of Generation Z employees in Romania, who will represent 30% of the total employees in 2050, respectively being identified as the driving force, which will lead to the productivity increases necessary for Romania to reach convergence with the EU-27 average [7].

This study comprises two parts: a theoretical review of the literature on the work-life balance expectations of Generation Z employees, and a practical field study using quantitative research methods. The data collection was carried out via a survey conducted on Instagram between May and June 2023. The questionnaire included two filter questions, the negative answer to one of which led to the automatic conclusion of the questionnaire, the desire being to ensure that the respondents are part of the desired sample, namely they are from Generation Z and have a minimum of 6 months of experience on the labor market.

The main conclusions of the applied research are: for most of the young employees in Romania in the studied sample, the work-life balance is of major importance. They believe that the employer provides them with resources that help them benefit from a work-life balance, which is important to them and which is in line with the expectations of their generation.

The results of the research have a great applicability, being able to be useful to active participants in the labor market, especially employers, human resources specialists as well as to all those who work with Generation Z, in order to know how to relate as best as possible to the way young people manifest themselves at work.

GENERATION Z EMPLOYEES AND WORK-LIFE BALANCE - THEORETICAL ASPECTS

Currently, a good part of young people belonging to Generation Z are active in the field of work, and those who are still in the process of completing their studies are ideal candidates for organizations, due to the native qualities and capabilities they possess. According to Roberta Kats, well known internationally for her research carried out with other people in the field, young people from Generation Z are self-taught, attentive to the needs of those around them, they want and seek a diverse community, they are sociable and eager to collaborate, they appreciate flexibility, relevance, authenticity and non-hierarchical leadership [8]. Generation Z has a different way of choosing a career than the other generations, their perspective on the job expressing the desire to work out of passion and not out of obligation, hence their need to explore various fields of activity, to migrate from one industry to another [9].

The expectations of Generation Z employees are directly proportional to the way the labor market has changed over the past five years, when at that time today's new employees were still students, as well as to the economic changes with a major financial impact, in recent times, which prevent young adults from Generation Z from achieving financial independence.

For Generation Z employees, a very important aspect sought after in a workplace is work-life balance, followed by flexibility of the place and work schedule [6], [7]. These are the ones who fall into the category of *Generation Z Social Investors*, other categories being the *Chill Worker Bees* and the *Go Getters* [1]. Other characteristics of the so-called *social investors* are the need for flexibility at work, high demands from their job, from colleagues and superiors [1].

As regards the concept of work-life balance, the terms used to define the construct are not consistent, respectively the themes underlying its conceptualizations are varied [10]. For example, one perspective used is that of time, found in the *Cambridge Business English Dictionary*, where the noun "work-life balance" is defined as referring to the time an individual spends at work, compared to the time they spend spending with their family and/or doing things they enjoy [11]. Time reporting appears in a novel but well-argued definition of the concept of work-life balance, namely "limiting work to 38-45 hours per week" [12], the author emphasizing that in this way the employee can focus "on the three critical components for quality knowledge-based work: physical well-being, emotional well-being, and creativity." [12] Other perspectives used in defining the concept of work-life balance are [10]: role conflict and role enrichment, respectively the equal distribution of resources between work and family or other roles in life.

The hybrid work system used by many companies today, which provides greater flexibility in terms of place and working time for employees, is considered to help improve work-life balance for some employees, while for others it is a challenging experience [13].

Most of the time, in order to attract candidates, organizations "cling" to the concept of "work-life balance", which they promote in the job description or in the discussions or interviews with them, in which they present the job opportunities and benefits offered, a habit that is largely due to the fact that employers have become aware of the need to use those practices we were talking about, that help their employees achieve a work-life balance. When employees receive such help, which allows them to better manage their professional life in relation to the rest of their lives, they develop a stronger attachment to the organization. Their trust doubles, and so does the loyalty and energy they invest in their work. Therefore, their performance improves, and the organization achieves its goals. Achieving such advantageous results allows the organization to continue to implement the principles that help employees achieve this work-life balance[14].

So, creating a culture that promotes the concept of "work-life balance" is undoubtedly the next step that organizations need to consider on the one hand to adapt to employee expectations on the one hand, and on the other hand to reduce how the aforementioned disadvantages affect employees.

Although it is said that organizations are oriented towards encouraging employees to find those "ideal situations that lead to a healthy balance between the two aspects of life" [15], the theory of delimiting them does not seem to be supported by everyone. Some managers state that they consider the demarcation to be "superficial and harmful to those who believe in it, whether they are employees or employers" [16], arguing that "there is no personal and professional life, there is only life." [16] Basically, they reject the concept that separates the professional sphere from the personal life of individuals. According to these perspectives, the employer should "ensure that a climate in society is maintained that does not encourage excesses on one side or the other" [16] and be aware that employees who are exhausted, who do not have time for their families or who do not take holidays or days off, are not automatically better or more productive than employees who maintain a balance between the two parts of their lives.

Both internationally and nationally, organizations offer "tangible" benefits that serve the general needs of employees, but are not necessarily presented to them as part of a culture that promotes the concept of "mundane work-life". Thus, the employee decides, where he has the right to do so, what kind of benefits he chooses, for what purpose he uses them and whether or not they really help him in achieving a balance between work and personal life.

METHODOLOGY

The practical part of this article includes a quantitative research, more precisely an opinion survey, the data collection tool being the questionnaire. The questionnaire was launched online, between May and June 2023. It was transmitted through the Instagram platform, an application that in 2022 surpassed Facebook globally in terms of number of downloads, being in the top three most used applications. [17] Also, Instagram, once a platform dedicated exclusively to the distribution of visual content (users then traditionally used it to share and edit photos and videos, usually personal), is now a new source of information and awareness on various topics of interest to the younger generations (most young people also use it for the purpose of reading news or sharing opinions and experiences with their followers in the world). [18]

The distribution of the questionnaire through the Instagram platform helped to collect the data, in the end obtaining a volume of 37 respondents. Of these, only 36 respondents who validly completed the questionnaire were included in the data analysis, in order to preserve the accuracy of the information to be analyzed. The invitation to fill in the questionnaire was addressed to the general public registered on the mentioned platform, giving them the opportunity to distribute the questionnaire even further, to acquaintances who, for various reasons, did not receive the invitation. So, the sample is a random one. The results of the present study can be used as a starting point for much more extensive research on the subject.

At the structural level, the questionnaire consisted of 5 sections, as follows:

- the first section**, with two *filter questions*, which aimed to ensure that the respondents were exclusively part of Generation Z, respectively to have professional experience of at least 6 months;
- the second section**, with 5 questions designed to help create general profiles of the respondents, regarding the level of education completed and the characteristics of the work regime (physical, hybrid or remote);
- The next two sections**, comprise between 4 and 12 Likert scale statements (on a scale of 1 to 5, where 1 means "Not at all" and 5 means "Very much") regarding:
 - the way in which Generation Z relates to the concept of "work-life balance";
 - the way in which Generation Z relates to the employer;
- the last section**, with a single question with several answer options and which aimed to identify the measures taken in order to promote the idea of "work-life balance" in the company where Generation Z employees work.

RESULTS AND DISCUSSIONS

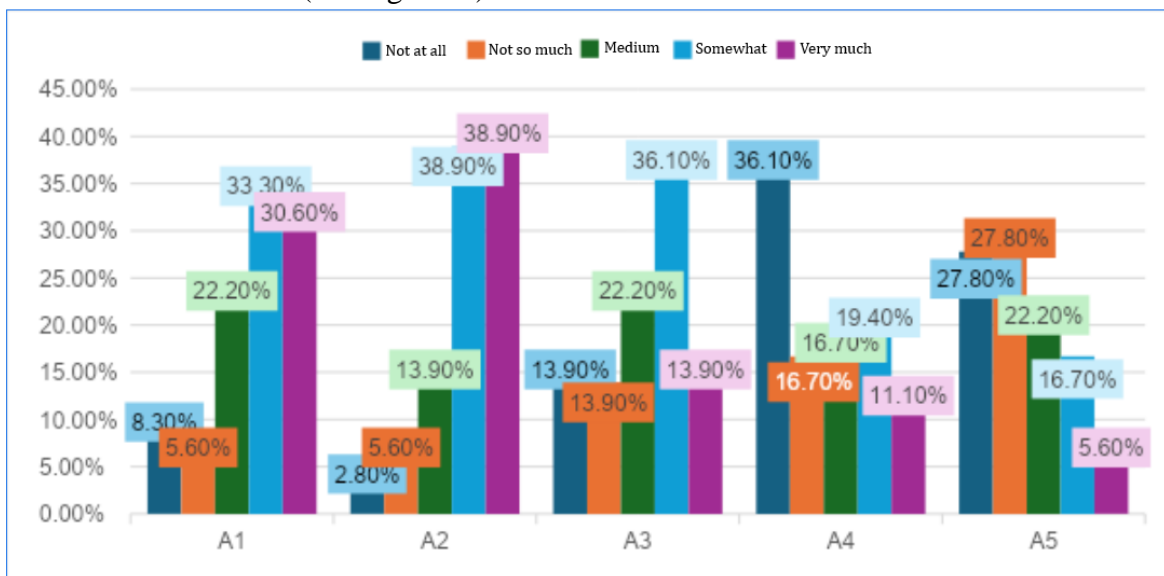
As mentioned before, the sample of this research consists of employees with at least 6 months on the labor market, all from generation Z. Of the 37 completed questionnaires, 36 were validated, as a result of which the sample volume of this study is 36 respondents.

Other characteristics of the research sample are:

- respondents with higher education predominate (91.7% of the sample);
- the respondents who work in a hybrid system predominate (63.9%), followed by those who work on site (19.4% of the sample), the rest working only remotely;

- Of those who work in a hybrid system, most (27.8%) mentioned that they are asked to be physically present at the office between 5 and 9 days, followed by those (19.4%) who answered that they are asked to be physically present at the office between 10 and 15 days, respectively mentioned that they are not asked to be physically present at the office (these being the most likely respondents who answered that they work in the remote work);
- Asked if they are penalized in any way, contrary to expectations, we found that most of them (66.7%) mentioned that they are not penalized if they do not reach the number of days in which the employer asks them to be physically present at the office, followed by those (19.4% of the sample) who do not know if they are penalized, the rest of the respondents mentioning that they are penalized.

Regarding the situation of respondents regarding the reporting on work-life balance, the results are as follows: (see Figure 1.)



A1 - I believe that there is a balance between my professional life and my personal life; A2 - I think I have a lot of flexibility at work; A3 - I consider that the work schedule does not affect my personal life at all; A4 - I feel that sometimes, when I get home, I can't detach myself from the stress of work.; A5 - I consider that I sacrifice a lot of my personal time to dedicate myself to work.

Figure 1. Distribution of respondents by responses to their work-life balance statements (I)

The first aspect taken into account aims to identify how many of the respondents consider that they have a balance between work and personal life. The answers (see Figure 1), although they vary, tend to be positive:

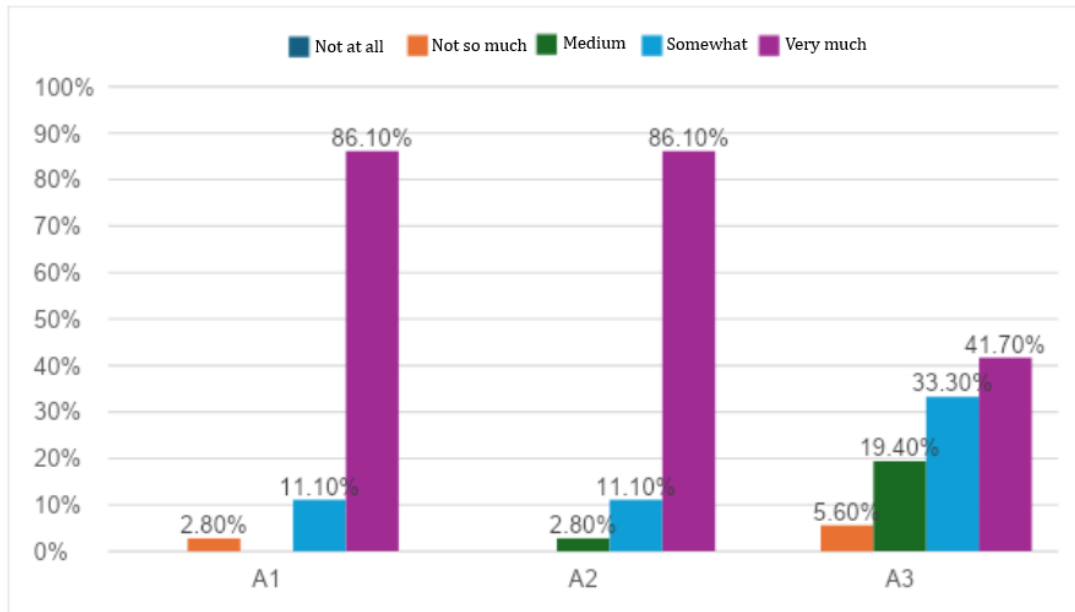
33.3% and 30.6% of respondents believe that they have managed – to a large extent and to a very large extent – to achieve a balance between professional and personal life;

22.2% of them may not yet be able to determine exactly this;

Only 2.8% of young people believe that they do not have a work-life balance at all.

Regarding how much flexibility is offered to them at work, they responded equally positively, with 38.9% believing that they benefit greatly, if not fully, from it (see Figure 1). Regarding the extent to which work hours interfere with personal life, 36.1% of young people answered that this mostly does not happen (see Figure 1). But here too, opinions are divided: there is an almost equal distribution of the number of responses (13.9% of the sample) in

which the work schedule affects their personal life significantly and less significantly, and at the opposite pole there are the same number of opinions that claim that, indeed, the work schedule does not affect their personal life at all. However, it is gratifying to find out that most respondents (36.1%) do not feel at all that they cannot detach themselves from the stress of the workplace, when they get home, nor that they sacrifice much of their personal time to dedicate themselves to work, only 5.6% of them claiming the opposite (see Figure 1).



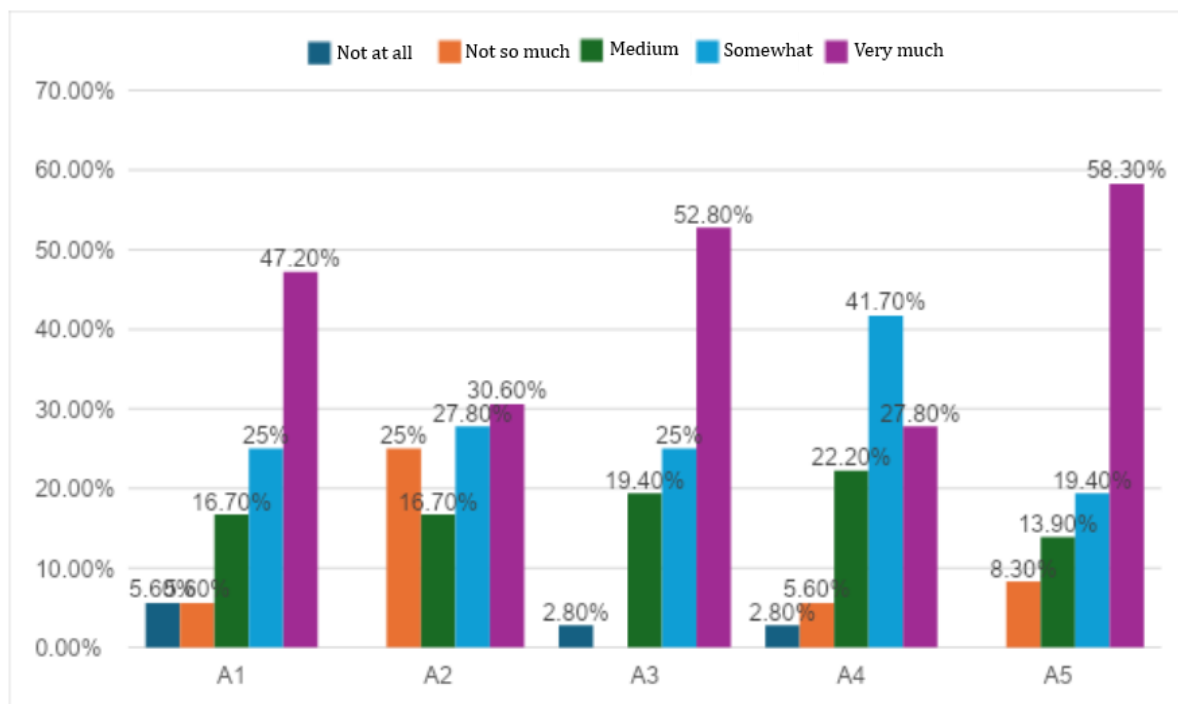
A1 - I believe that it is absolutely necessary to have a clear separation between professional and personal life.; A2 - I believe that having a work-life balance helps me perform better at work; A3 - I believe that having a balance between professional and personal life matters much more than the material satisfaction that a job could offer me where I would feel, perhaps, more unbalanced on these two levels.

Figure 2. Distribution of respondents by responses to their work-life balance statements (II)

The idea that working life should be clearly demarcated from personal life is absolutely supported by 86.1% of young people, with 2.8% being the exception (see Figure 2). As for the latter, it is quite possible that they share the same perspective as managers who believe that professional life should not be separate from the individual's life, but should be part of it. The same percentage of 86.1% also believes that having a balance between work and personal life contributes a lot to better performance at work, with 2.8% of respondents not expressing a clear opinion on this statement (see Figure 2). The fact is that no negative response was recorded to the statement that supports the link between efficiency at work and the balance between the professional and personal level of individuals.

Also, the idea that work-life balance is important for young employees from Generation Z is also reinforced by the lack of absolutely negative results to the statement suggesting that having a work-life balance matters much more than the material satisfaction that a job could offer where respondents would perhaps feel more unbalanced on these two levels. Most of the young people who completed the questionnaire (41.7%) answered that for them having a balance between work and personal life is undoubtedly more important than the material satisfaction that a job would offer them in which they would feel, instead, unbalanced (see Figure 2).

The respondents' answers regarding the relationship to their employer on the topic of work-life balance are presented below. (see Figure 3.)



A1 - I believe that my employer promotes and supports the idea of having a work-life balance; A2 - I believe that I have time management skills, which help me to better manage my personal life in relation to my professional life; A3 - My job provides me with sufficient resources to organize my time efficiently and ensure my work-life balance; A4 - My workplace has certain policies and programmes that promote and support a work-life balance; A5 - I trust and know that my needs are listened to at my workplace; I feel that I can confidently claim my right to rest days, for example, without feeling anxious or even anxious if I do.

Figure 3. Distribution of respondents according to the answers to the questions regarding their relationship with the employer on the topic of work-life balance

According to the data collected (see Figure 3), almost half of the young people surveyed (47.2%) believe that their employers promote and support the idea of having a work-life balance. At the same time, young people also consider that they themselves have the necessary skills that help them manage their professional life in relation to their personal life, the second statement not registering any categorical negative answer. Admittedly, the proportion of young people who largely believe that they have time management skills (27.8%) is not much higher than the proportion of those who do not (25%), but given that most of them (30.6%) consider that they have these skills to a very large extent, the proportion of 25% can be considered as representing particular cases (see Figure 3).

As regards the resources allocated by employers, in order to organize time efficiently and ensure work-life balance, there were mostly positive responses (see Figure 3). Thus, 52.8% of young people believe that their employers offer them the opportunity to have a flexible work schedule, to manage their work themselves, to give them access to user-friendly HR platforms through which they can ask for certain rights (such as hours or days off, leave, etc.). However, it is interesting that when asked whether or not the respondents' workplace has policies and programs that promote and support a work-life balance, 41.7% of respondents chose the answer "to a great extent" and 27.8% chose the answer "to a very large extent" (see Figure 3.). The 2.8% who answered negatively to the previous statement continued to support their opinion that their workplace does not offer flexibility and freedom of any kind, nor does it promote a culture based on the concept of "work-life balance". In the case of statement 5 (A5) (see Figure 3), the aim was to find out how much the respondents

believe in their employers and in the fact that they listen to their needs and that they can communicate with them without any coercion, whenever they feel the need. Therefore, more than half of young people (58.3%) answered that they absolutely trust that they are listened to by employers and that they can be assertive at work, followed by those (19.4%) who chose the answer "to a large extent". To these are added the 13.9% who could not express a clear opinion, and 8.3% considered that their needs are not listened to at work (see Figure 3.). For this last statement, however, no absolutely negative response was recorded.

CONCLUSIONS

Studying the interests of Generation Z employees is justified knowing that they will represent a third of the workforce in 2030, globally [2], respectively in 2050, in Romania. [7] Generation Z employees who are part of the so-called *social investors*, attaches great importance to work-life balance [1], an aspect that is mentioned as important for job choice in numerous studies among Generation Z employees [6], [7]. The concept of work-life balance is one that encompasses several perspectives, which can fall into two broad categories, namely: the one in which the authors mention time as an element that determines the balance between professional and personal life [11], [12] respectively the one in which the perspectives are related to the different roles that employees have and hence the role conflict and the interest in enriching a role [10].

The value of this work is given by the applied part, the research sample being made up of employees from Generation Z in Romania. In order to achieve the purpose of this study, namely to identify the perception of Generation Z employees regarding the work-life balance, two research objectives were defined. Regarding the first research objective, namely to identify the situation of Generation Z employees regarding the work-life balance, the main conclusions are as follows: for the many young people surveyed (86.1%) it is necessary that work does not interfere with personal life at all, Generation Z placing great value on having a balance between these two. (see Figure 1) As a result, the vast majority of the sample of the research carried out falls into the category of social investors, for whom flexibility is very important [10], an aspect that is encountered in the case of companies in which the young employees in the studied sample work (see Figure 1). Among other things, it appears that in the case of the majority of the participants in the study (around 80%) there is a very good match between their interests and what the company where they are employed offers, from the perspective of the concept of work-life balance. This aspect is very important, as the primary data collected indicate that achieving a balance between the professional and personal level is more important than the generous remuneration they would receive from another employer who in return would not help them achieve the balance we were talking about.

Regarding the 2nd research objective, namely to identify the way in which Generation Z employees perceive their employer in relation to the implementation of a system that ensures work-life balance, employees predominate (around 72%) who believe that their employer promotes and supports the idea of having a work-life balance (see Figure 3). Moreover, it is predominant among employees (around 78%) who believe that they benefit from sufficient resources at work to help them organize their time efficiently and maintain a work-life balance (see Figure 3).

Finally, we appreciate that the case study brought to the fore some relevant conclusions regarding the way in which Generation Z relates to the concept of "work-life balance", valid at the level of the sample of the research carried out. Probably the most gratifying result of the entire case study is that, in the case of the participants in the opinion

survey conducted (over 90% of the sample), they are provided with various resources that can help them achieve a balance between personal and professional life (see Figure 3). Moreover, these young people not only use the resources received, but also have certain skills that help them to organize themselves better on these two levels (see Figure 3). In addition, they feel that they can express themselves freely, can exhibit assertive behavior in the workplace (which is also supported by many employers, according to survey responses), and trust employers to listen to their needs and take them into account (see Figure 3). Of course, the neutral and negative responses received to the survey show that there is room for improvement, especially because the benefits offered by employers are rather "standard", there are cases – rare to be true – where they are not offered to employees either, 5.6% of respondents claiming that their employers have not taken any measures to promote the idea of "work-life balance".

The limits of this research are given by the small size of the sample of the opinion poll conducted, respectively by the data collection tool, the proposed questionnaire which mainly includes questions regarding the time-related perspective of the concept of work-life balance. As a result, a future research direction is the design and validation of a primary data collection tool, which will also refer to other perspectives of the work-life balance concept, such as roles in personal and professional life. Added to this is the conduct of a research on a much larger sample, in order to be representative at the level of Generation Z employees in Romania, probably at the level of a certain sector of activity, such as business services.

REFERENCES

- [1] B. Leslie, C. Anderson, C. Bickham, et al., “Generation Z Perceptions of a Positive Workplace Environment“, *Employ Responsibilities and Rights Journal*, Vol. 33, 2021, pp. 171–187, Available at: <https://doi.org/10.1007/s10672-021-09366-2>, [Accessed August 20, 2024].
- [2] Oxford Economic, Gen Z's Role in Shaping the Digital Economy, 2021, Available at: https://www.oxfordeconomics.com/wp-content/uploads/2024/07/Snapchat_Report_EN_V6.pdf, [Accessed May 20, 2023].
- [3] B. Marr, “The Eight Biggest HR Trends In 2024“, *Forbes*, Dec 18 2023, Available at: <https://www.forbes.com/sites/bernardmarr/2023/12/18/the-eight-biggest-hr-trends-in-2024/>, [Accessed August 20, 2024].
- [4] N. D. Racolța-Paina, R. D. Irini Radu Dan, „Generation Z in the Workplace through the Lenses of Human Resource Professionals – A Qualitative Study“, *Quality: Access to Success*, Vol. 22, No. 183, 2021, pp. 78-85, Available at: https://www.researchgate.net/profile/Nicoleta-Racolta-Paina/publication/352374489_Generation_Z_in_the_Workplace_through_the_Lenses_of_Human_Resource_Professionals_-_A_Qualitative_Study/links/60ee570316f9f313007fa055/Generation-Z-in-the-Workplace-through-the-Lenses-of-Human-Resource-Professionals-A-Qualitative-Study.pdf, [Accessed January 31, 2024].
- [5] M. Radonić, V. Vukmirović, M. Milosavljević, “The Impact of Hybrid Workplace Models on Intangible Assets: The Case of an Emerging Country“, *Amfiteatru Economic*, Vol. 23, No. 58, pp. 770-786, Available at: http://www.amfiteatruconomic.ro/temp/Article_3034.pdf, [Accessed January 31, 2024].
- [6] Deloitte, “2024 Gen Z and Millennial Survey“, Available at: <https://www.deloitte.com/content/dam/assets-shared/docs/campaigns/2024/deloitte-2024-gen-z-millennial-survey.pdf?dlva=>, [Accessed August 22, 2024].
- [7] B. Dimitriu, A. Filip, O. Tisler, “The Z factor: Can Gen Z fulfill Romania’s economic potential?“, McKinsey Company, December 2023, Available at: <https://www.mckinsey.com/ro/~ /media/mckinsey/locations/europe%20and%20middle%20east/romania/our%20insights/the%20z%20factor%20can%20gen%20z%20fulfill%20romania's%20economic%20potential/the-z-factor-can-gen-z-fulfill-romania's-economic-potential.pdf?shouldIndex=false>, [Accessed June, 6, 2024].
- [8] M. De Witte, „Gen Z are not ‘coddled.’ They are highly collaborative, self-reliant and pragmatic, according to new Stanford-affiliated research“, *Stanford News*, 3 January 2022, Available at: <https://news.stanford.edu/2022/01/03/know-gen-z/>, [Accessed June 7, 2023].
- [9] A. Stroe, “Ce se va întâmpla cu cea mai tânără generație de angajați din România în contextul generat de coronavirus“, *Business Magazin*, June 1, 2020, Available at: <https://www.businessmagazin.ro/cover-story/ce-se-va-intampla-cu-cea-mai-tanara-generatie-de-angajati-din-19213002>, [Accessed June, 6, 2023].
- [10] P. Brough, C. Timms, X. W. Chan, A. Hawkes, L. Rasmussen, „Work–Life Balance: Definitions, Causes, and Consequences“ in Theorell, T. (eds) *Handbook of Socioeconomic Determinants of Occupational Health*. Handbook Series in Occupational Health Sciences. Springer, 2020, Available at: https://doi.org/10.1007/978-3-030-31438-5_20, [Accessed June, 6, 2023].
- [11] Cambridge Business English Dictionary, varianta on-line, Available at: <https://dictionary.cambridge.org/dictionary/english/work-life-balance>, [Accessed May, 10, 2023].
- [12] M. Thomas, “What Does Work-Life Balance Even Mean?“, *Forbes*, July 26, 2022, Available at: <https://www.forbes.com/sites/maurathomas/2022/07/26/what-does-work-life-balance-even-mean/> [Accessed May, 10, 2023].
- [13] Economist Impact, WeWork, „The great rebalancing: priorities and worklife balance in a hybrid working environment“, Available at: https://impact.economist.com/projects/nextpeceptions/downloads/The_great_rebalancing.pdf, [Accessed August 22, 2024].
- [14] S. D. Friedman, P. Christensen, J. DeGroot, „Work and Life: The End of the Zero-Sum Game,“ *Harvard Business Review on Work and Life Balance*, Boston, Harvard Business School Press, 2000.
- [15] Wall-Street, „Work-life balance: de ce este necesar și cum poate fi stabilit echilibrul dintre carieră și viața personală?“, *Wall-Street.ro*, 1 iulie 2021, Available at: <https://www.wall-street.ro/articol/Careers/273802/work-life-balance-de-ce-este-necesar-si-cum-poate-fi-stabilit-echilibrul-dintre-cariera-si-viata-personala.html>, [Accessed May, 10, 2023].

- [16] Barbu, Petre, „Work Life Balance – Ana Nicolau (Nemira): «Nu există viață personală și viață profesională, există numai viață»”, *Forbes Romania*, 3 august 2018, Available at: <https://www.forbes.ro/articles/work-life-balance-ana-nicolau-nemira-nu-exista-viata-personala-si-viata-profesionala-exista-numai-viata-124060>, [Accessed May, 10, 2023].
- [17] J. Koetsier, „Top Apps of 2022 By Installs, Spend, and Active Users: Report”, *Forbes*, 23 martie 2022, Available at: <https://www.forbes.com/sites/johnkoetsier/2022/03/23/top-apps-of-2022-by-installs-spend-and-active-users-report/?sh=657a4834d3ac>, [Accessed April, 21, 2023].
- [18] K. Bishop, „Why are millennials and Gen Z turning to Instagram as a news source?”, *The Guardian*, 27 July 2020, Available at: <https://www.theguardian.com/lifeandstyle/2020/jul/27/instagram-news-source-social-media>, [Accessed April, 21, 2023].