

Generation Z Leadership and Work-Life Balance in Supporting Professionalism in Public Service at the Sumbawa Barat Police Traffic Unit

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ABSTRACT

This study aims to analyse the role of Generation Z leadership in supporting work-life balance implementation and its implications for enhancing professionalism in public service at the Sumbawa Barat Police Traffic Unit. The development of Generation Z leadership characteristics, which are characterised by open communication, collaboration, technological adaptation, and concern for members' welfare, presents an interesting phenomenon to examine within police organisational environments that have high work demands and are oriented towards public service. This research also identifies supporting and inhibiting factors for Generation Z leadership in realising work-life balance to improve the quality of service to the community. The study employs a qualitative descriptive method. Data were collected from various literature sources, including scientific journals, books, and previous relevant research related to Generation Z leadership, work-life balance, professionalism, and public service. Data analysis involved data collection, reduction, presentation, and drawing conclusions from findings related to the research focus. The results indicate that Generation Z leadership plays a strategic role in supporting work-life balance through digital technology adoption, open communication, a collaborative work culture, and member empowerment. Supporting factors for implementing work-life balance include the ability to utilise digital technology, transformational leadership, a collaborative work culture, organisational support, and flexible work management. Conversely, inhibiting factors include high public service demands, hierarchical work culture, work-related stress, blurred boundaries between work and personal life due to technological developments, and differing perceptions between organisational generations. Implementing work-life balance has shown positive effects on public service quality, member productivity, job satisfaction, organisational commitment, reduced work-related stress, and increased professionalism in the Sumbawa Barat Police Traffic Unit.

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1. INTRODUCTION

The development of human resources within public organisations today faces new challenges with the entry of Generation Z into the workforce, including within police institutions. Generation Z is a group born approximately between 1995 and 2010 and is known as a generation that grew up alongside the development of digital technology, the internet, and fast, flexible communication patterns. These characteristics shape a new perspective on work, leadership, and work-life balance [1], [2].

In the modern work environment, Generation Z tends to desire organisational cultures that are more open, participative, humanistic, and that value employees' psychological well-being. They are also more responsive to inclusive and collaborative leadership styles compared to overly rigid and hierarchical leadership patterns (Schroth, 2019). Research into the characteristics of Generation Z workers shows that this generation highly values flexibility, meaningful work, and a balance between personal life and work [3], [4].

On the other hand, police institutions are organisations with strict bureaucratic structures, high discipline, and complex work demands. One unit with a high level of public service intensity is the Registration and Identification Unit (Regident) of the Traffic Police. This unit is responsible for motor vehicle administration services and driving licence issuance, which directly involve the community. The high mobility of public services requires police officers to work professionally, quickly, accurately, and responsively to community needs (Sofiah, 2025) [5].

However, the high demands of the job often lead to work-related stress, fatigue, and difficulty maintaining work-life balance for police officers. Research on work-life balance among police indicates that long working hours and excessive workload can affect mental health, quality of life, and professionalism of police personnel. Other studies also explain that supportive leadership can reduce work stress among Generation Z officers by creating a more conducive and humane work environment [6].

This phenomenon becomes increasingly interesting when linked to leadership dynamics among young generations within the police environment. Currently, many millennial and Generation Z members are occupying strategic positions or wield influence within organisational culture. The presence of young generations brings changes in communication patterns, the use of digital technology, and more adaptive decision-making methods. In leadership, transformational and humanistic approaches are considered more effective for millennial and Generation Z members because they can enhance motivation, creativity, and teamwork [7].

Work-life balance is the equilibrium between work demands and an individual's personal life, allowing both to run harmoniously without excessive conflict. For Generation Z, work-life balance is a key factor in determining comfort and sustainability in a career. This generation tends not only to focus on work achievement but also pays attention to mental health, time with family, social life, and personal development outside of work [8].

Because Generation Z grew up in the digital era, they tend to have a more flexible, adaptive mindset and an openness to changes in work systems. Research shows that Generation Z prefers work environments that support psychological well-being, flexible hours, open communication, and supportive leadership over overly rigid and hierarchical work cultures [9]. Therefore, implementing work-life balance becomes essential to maintaining motivation, productivity, and loyalty among Generation Z within organisations.

Furthermore, the lack of balance ²between work and personal life can trigger work-related stress, emotional exhaustion (burnout), and a decline ²in the quality of performance among Generation Z. Conversely, organisations that can create a healthy work environment and support work-life balance will find it easier to enhance job satisfaction, employee engagement, and professionalism in the delivery of public services [10]. In police organisations, implementing work-life balance for Generation Z members presents its own challenges because of the high demands of public service, organisational discipline, and dynamic work pressures. Therefore, adaptive and humanistic leadership styles are needed so Generation Z members can maintain work-life balance without compromising professionalism in public service delivery.

At the Sumbawa Barat Police Traffic Unit's Registration Section, these dynamics are evident in the shift towards a faster, more modern, and technology-based public service culture. Generation Z members in public service must remain professional amid high work pressures and societal demands for excellent service. This situation creates challenges in maintaining work-life balance and can affect service quality and staff welfare. Generation Z tends to have high expectations regarding ³⁴work flexibility, mental well-being, and a supportive work environment, so organisations need to adapt leadership styles and work culture accordingly [11], [12].

Although much research has examined Generation Z ²¹leadership and work-life balance, most studies focus ²¹on the corporate sector, business organisations, and private work environments. Previous research ¹⁴generally discusses Generation Z's work preferences, adaptive leadership styles, and ²¹the influence of work-life balance on employee productivity and satisfaction [13], [14]. However, studies examining how police organisations implement Generation Z leadership, especially in public service functions, remain very limited.

³⁰Furthermore, previous research has focused more on aspects of employee well-being and ³⁰the retention of Generation Z employees. ⁴⁵At the same time, ⁴⁵the relationship between Generation Z leadership, the implementation of work-life balance, and professionalism ⁴⁵in public service has not been extensively studied [15]. In fact, police institutions have organisational characteristics that differ from the private sector, as they are hierarchical, disciplined, and face high work pressures in serving the community. These conditions highlight a research gap in how Generation Z leadership patterns can adapt to police organisational culture without compromising public service professionalism.

Meanwhile, research on Generation Z within Indonesian police institutions remains relatively limited and largely focuses on digital transformation, organisational culture, and technological adaptation. Few studies directly link Generation Z leadership in supporting

work-life balance to enhanced professionalism in public service, particularly in the Traffic Unit of Sumbawa Barat Police Resort, which demands fast, modern, technology-based services. Therefore, this study offers novelty by focusing on the integration of Generation Z leadership, work-life balance, and professionalism in public service within the police organisation. It also provides a new perspective on the importance of humanistic, adaptive, and collaborative leadership styles in supporting the quality of public service in the digital generation era.

This research aims to understand how work-life balance is implemented within police work environments, especially among Generation Z members who face demands for quick, responsive, and professional public service. The study also seeks to identify factors that support or hinder Generation Z leadership in fostering a healthy, productive work culture that can maintain members' psychological well-being without reducing the quality of service to the community. This research aims to offer insights into the relationship between Generation Z leadership, the application of work-life balance, and professionalism in public service, serving as an evaluation tool and providing recommendations for police organisations to develop human resources adaptable to generational dynamics and modern public service demands.

2. METHOD

This research employs a qualitative research type with a descriptive approach. Qualitative research is used to understand social phenomena in depth through the experiences, perceptions, and interactions of research subjects in their natural environment. The descriptive approach aims to systematically depict the dynamics of Generation Z leadership in achieving work-life balance in public service professionalism among millennial members in the Registration Unit of the Sumbawa Barat Police Resort Traffic Unit (Satlantas). The qualitative method was chosen because this study focuses on understanding social phenomena, organisational behaviour, leadership patterns, and police officers' subjective experiences in delivering public services. This approach allows the researcher to gather more in-depth data on leadership interactions, work-life balance, and professionalism in public service. According to Kusuma and Dhanika [16], qualitative research examines phenomena in natural settings, where the researcher acts as the main instrument for data collection. Additionally, Mutiarawati and Prabowo [17] explain that qualitative research aims to understand the phenomena experienced by research subjects holistically through descriptions in words and language.

This study was conducted at the Registration and Identification Unit (Regident) of the Traffic Unit (Satlantas) of the Sumbawa Barat Police Resort. The research location was chosen because the Registration Unit is a public service unit with high interaction intensity with the community, involving millennial members and Generation Z in administering motor vehicle and driving licence services.

3. RESULTS AND DISCUSSION

3.1. The role of Generation Z leadership in supporting the implementation of work-life balance among members in the Sumbawa Barat Police Traffic Unit

Generation Z leadership is a leadership style shaped by a generation that grew up in the digital era, is accustomed to technology, values open communication and collaboration, and is highly concerned about work-life balance. In the police environment, particularly within the Registration and Identification Unit (Regident) of the Sumbawa Barat Police Resort, leaders with Generation Z characteristics can be a crucial factor in creating a healthy, productive, and adaptable work environment [18]. One of Generation Z leaders' main roles is to foster a more flexible and supportive work culture. Generation Z tends to prioritise members' psychological well-being as part of organisational success. Therefore, leaders can support this through open communication, constructive feedback, and a work environment that values balance between official duties and members' personal lives. Research indicates that Generation Z prefers relational, flexible leadership that supports work-life balance to enhance employee performance.

Generation Z leaders play a role in utilising digital technology to improve the efficiency of Regident services. Service applications, digital administrative systems, and online communication can reduce members' administrative burdens, making working hours more effective. With this efficiency, members have better opportunities to balance work responsibilities and family life. The appropriate use of technology also aligns with Generation Z's adaptability to digital developments. In building supportive leadership to reduce work-related stress, members of the Traffic Unit often face demands from public service, performance targets, and high operational pressures. Generation Z leaders can provide emotional and instrumental support through a more humanistic approach by listening to members' aspirations and offering solutions to the problems they face. Research on Generation Z police officers shows that supportive leadership reduces work-related stress. In police organisations, work-life balance is also closely linked to job satisfaction, member engagement, and organisational productivity. Studies on police officers indicate that member engagement, a positive organisational climate, and job satisfaction influence the creation of work-life balance. Therefore, Generation Z leaders need to foster a conducive work environment through empowering members, recognising performance, and sharing tasks proportionally.

Generation Z leadership can promote a Precision work culture while still considering members' well-being. Leaders should not only focus on achieving public service targets but also ensure that members are in good physical and mental condition while performing their duties. Research on Traffic Unit personnel shows that leadership styles that support work-life balance and encourage intellectual development contribute to improved personnel performance. Generation Z leadership plays a strategic role in supporting work-life balance for members of the Sumbawa Barat Police Traffic Registration Unit by fostering open communication, utilising digital technology, supporting members' well-being, reducing work stress, and establishing an adaptive, work-life-oriented work culture. Applying such leadership is expected to improve public service quality while maintaining police officers' welfare.

3.2. Supporting and hindering factors of Generation Z's leadership in realising work-life balance to improve the professionalism of public service at the Sumbawa Barat Police Traffic Unit

Generation Z leadership is adaptive, collaborative, open to technology, and prioritises members' well-being as an important part of achieving organisational goals. In the context of the Sumbawa Barat Police Traffic Unit, Generation Z leaders' success in achieving work-life balance will greatly influence public service professionalism, as members who maintain work-life balance tend to be more productive, responsive, and better able to provide quality service to the community. However, various supporting and inhibiting factors influence the implementation of this concept.

3.2.1 Supporting Factors

a. Digital Technology Adaptability Skills

Generation Z grew up alongside the development of information technology and therefore has strong skills in using technology to improve work efficiency. In the Regident Satlantas environment, digitalisation of services such as vehicle registration systems, electronic archives, and application-based services can reduce members' administrative burdens, making work more efficient and working hours more manageable. This efficiency supports work-life balance while also enhancing the quality of public services [19].

This capability has become a key factor in Generation Z leaders achieving work-life balance within the Sumbawa Barat Police Traffic Unit. As a generation familiar with internet usage, digital devices, and various technology-based applications, Generation Z tends to adapt more quickly to changes in work systems that utilise digital technology. According to Rachmawati et al. [20], Generation Z's closeness to technology enables them to work more flexibly, effectively, and efficiently, thereby supporting a balance between work and personal life.

In the context of public service at the Sumbawa Barat Police Traffic Unit, digital technology adaptation can be realised through the use of various electronic service systems, such as motor vehicle data management, digital archives, online administrative services, and internal organisational communication applications. Using these technologies can speed up service processes, reduce reliance on physical documents, and minimise the risk of administrative errors common in manual systems.

With the implementation of work efficiency, members have greater opportunities to manage their working hours effectively, thereby reducing workload without compromising the quality of service to the community. This aligns with Sánchez and N. Peña-García [21], which states that technology and flexible working arrangements supported by digital development contribute to improved work-life balance for Generation Z. In addition to improving service efficiency, adapting to digital technology also strengthens communication and coordination among members. Generation Z leaders tend to use digital platforms to share information, provide guidance, and supervise task execution. Fast, effective communication can reduce bureaucratic barriers and speed up task completion. According to Sari [22], Generation Z's use of digital technology not only

increases productivity but also helps create a more collaborative and adaptable work environment.

The ability to adapt to digital technology will ultimately enhance professionalism in public services. Members who work with adequate technological support will find it easier to complete tasks on time, accurately, and transparently. This condition not only improves the quality of service to the community but also supports the creation of a work-life balance, which is one of the main needs of the younger generation in the modern workplace. Therefore, adapting to digital technology becomes a strategic factor in Generation Z leadership's success in achieving work-life balance while improving the professionalism of public service at the Sumbawa Barat Police Traffic Unit.

b. Transformational Leadership Style

Generation Z leaders generally prioritise open communication, collaboration, and empowering members. Transformational leadership can strengthen work-life balance by increasing trust, organisational fairness, and psychological support for members. In police organisations, transformational leadership can help members manage work pressure while maintaining the quality of service to the community [23].

Generation Z grows up in an environment rich in technological development and rapid access to information, making them more accustomed to participative communication patterns rather than authoritarian approaches. In exercising leadership, Generation Z tends to give members space to express ideas, suggestions, or complaints related to their work. This open communication style can foster more harmonious working relationships and enhance trust between leaders and members. According to Setianingsih and Achsanika [24], leadership that emphasises open communication and member involvement can increase organisational commitment and create a work environment that supports employee well-being.

Generation Z leaders also promote the creation of a collaborative work culture through strong teamwork. In the Sumbawa Barat Police Traffic Unit, collaboration among members is crucial to ensure motor vehicle administrative services operate effectively and efficiently. Through good collaboration, the workload can be distributed more evenly, thereby reducing excessive work pressure on certain individuals. This contributes to work-life balance, as members have better opportunities to balance their work responsibilities with their personal lives. Sitohang et al. [25] state that collaborative and participative leadership positively influences performance improvement, job satisfaction, and work-life balance among Generation Z.

Empowering members is also a key characteristic of Generation Z leadership. Leaders not only act as directors but also as facilitators who help members develop their competencies and potential. With this empowerment, members feel valued and play an important role within the organisation, which can increase motivation and professionalism in providing public services.

c. Collaborative Work Culture

A collaborative work culture allows members to share knowledge, help complete tasks, and reduce individual workloads. Research within police organisations indicates that a collaborative culture positively impacts personnel's work-life balance. With good cooperation, public service duties can be carried out effectively without overburdening individuals.

A proportional division of tasks enables each member to carry out responsibilities according to their capacity and competence, thereby minimising the risk of work-related fatigue. Additionally, a collaborative work culture encourages mutual support among members in completing tasks, especially when service volume to the community increases. This is vital to achieving work-life balance, as members do not feel they are facing organisational demands alone.

Widodo and Maghfuriyah [26] explain that a collaborative culture within police organisations positively affects work-life balance by enhancing knowledge sharing, strengthening team cooperation, and reducing individual work pressure. Therefore, strong collaboration not only improves public service effectiveness but also supports members' well-being and professionalism in carrying out their duties.

d. Organisational and Supervisor Support

Organisational support in the form of proportionate task distribution, recognition of performance, and attention to members' welfare are important factors in creating a work-life balance. Generational Z leaders who can build good interpersonal relationships with members will find it easier to establish a healthy and productive work environment [27]. Positive interpersonal relationships can enhance trust, openness, and comfort as members carry out their daily tasks. When members feel valued and listened to by their leaders, they tend to have higher work motivation and demonstrate a stronger commitment to the organisation.

A harmonious relationship between leaders and members can also minimise work conflicts and create a conducive work environment that fosters work-life balance. According to Aggarwal et al. [28], leadership that provides support, attention, and good communication can enhance job well-being and help establish a balance between work and personal life. Ultimately, this can increase members' performance and professionalism in delivering public services.

e. Work Management Flexibility

Although police institutions have strict work regulations, flexibility in scheduling duties, job rotation, and the use of technology can help members balance their personal and professional lives. Research shows that flexible work arrangements improve work-life balance and organisational commitment among Generation Z [29].

3.2.2 Obstacles

a. The High Demands of Public Services

The Traffic Police Unit Resident is a service unit that directly interacts with the community and therefore has a high workload, especially in vehicle registration services, issuing vehicle documents, and other administrative services. This high workload can lead members to experience fatigue and difficulty balancing work and personal life [30].

b. Hierarchical Work Culture in Police Organisations

The police's hierarchical, command-based structure can challenge Generation Z leaders, who tend to prioritise participative and collaborative approaches. This difference in leadership styles may hinder the implementation of policies that support work-life balance if higher levels of leadership do not support them [31].

c. Work Stress and Psychological Burden

The police profession has a relatively high level of stress due to service demands, performance targets, and responsibilities for public safety and order. If not managed well, work-related stress can reduce work-life balance and affect the professionalism of public service.

d. The Blurring of the Line Between Work Life and Personal Life

The high utilisation of digital technology can also pose a challenge because members can remain contactable outside working hours. This condition has the potential to reduce rest time and lead to work fatigue. Several studies indicate that technological developments often blur the boundaries between work and personal life, especially among Generation Z.

e. Differences in Perception Between Generations

In organisations with mixed age groups, differences in views on professionalism and work-life balance often emerge. Older generations sometimes perceive Generation Z's focus on work-life balance as a lack of commitment to their work. These differing perceptions can hinder the implementation of policies that support members' well-being.

3.3. Analysis within the Context of the Sumbawa Barat Police Resort Traffic Unit

In the context of the Registration Unit of the Sumbawa Barat Police Resort, supporting factors such as the utilisation of service technology, a collaborative work culture, and transformational leadership can be key assets in creating a work-life balance. Conversely, high demands for public service, a hierarchical organisational culture, and work-related stress pose challenges that leaders must anticipate. Therefore, Generation Z leaders must adopt an adaptive leadership approach by optimising service digitalisation, fostering open communication, providing psychological support, and ensuring a fair distribution of workload.

As a result, a work-life balance can be realised, leading to improved professionalism in public service, enhanced quality of Registration services, and increased public

satisfaction with police services. Members who can maintain a balance between work demands and personal life generally have better physical and mental health, enabling them to deliver optimal service.

This condition allows members to work with high concentration, control their emotions when dealing with the public, and be more meticulous in completing various administrative tasks under the responsibilities of the Registration Unit of the Sumbawa Barat Police Resort. According to [32], implementing a good work-life balance among police officers can improve work effectiveness, service quality, and personnel's ability to perform their duties professionally.

3.4 The implications of implementing work-life balance on the improvement of professionalism in public service at the Sumbawa Barat Police Traffic Unit

Implementing work-life balance plays an important role in enhancing professionalism in public service at the Sumbawa Barat Police Traffic Unit. A balance between work life and personal life allows police officers to maintain their physical, mental, and emotional well-being, enabling them to perform their duties optimally. According to Pass and Riggio [33], work-life balance among police officers can reduce role conflict between work and personal life and improve personnel psychological well-being. This condition becomes a vital asset in creating professional, responsive, and community-oriented public services.

- a. The first implication of implementing work-life balance is improved public service quality. Members who maintain a work-life balance tend to be more focused, meticulous, and have sufficient energy to serve the community. In the context of the Sumbawa Barat Police Traffic Unit, this condition can be realised through faster, more accurate vehicle registration and identification services with minimal administrative errors. Chaoyang and Chang [34] explain that work-life balance improves work effectiveness among police personnel by enhancing concentration and reducing excessive work fatigue.
- b. In addition to improving the quality of service, work-life balance also impacts an increase in members' productivity and performance. Members who can manage their work and personal lives in a balanced way will find it easier to maintain motivation and enthusiasm for work in the long term. Research conducted by Nabila et al. [35] shows that work-life balance is positively related to improved police officers' performance because it helps personnel manage work pressure more effectively. With increased productivity, members can achieve public service targets optimally without reducing the quality of service provided to the community.
- c. Implementing work-life balance also helps reduce work stress and the risk of burnout. Public service tasks carried out by members of the Traffic Police Unit often demand high precision, quick service, and the ability to handle various types of community members. If such pressure persists continuously without a balance in personal life, it can trigger work-related stress that impacts the quality of service. Alamudi and Rizqi [36] found that a supportive work environment that promotes work-life balance can

- suppress work stress levels among police officers, enabling them to work more professionally and productively.
- d. Increasing job satisfaction and organisational commitment. Members who feel their personal and family needs are still met amid work demands will have higher job satisfaction. This job satisfaction encourages ³²loyalty and responsibility towards the organisation. Vito and Widigdo [37] state that work-life balance positively affects employee professionalism through increased job satisfaction. Consequently, members will be more motivated to provide the best service to the public and to uphold the good name of the police institution.
 - e. Implementing work-life balance can enhance members' professionalism in carrying out public service duties. Professionalism is not only related to technical ¹⁵skills but also includes integrity, discipline, responsibility, and service ethics. Members who maintain a work-life balance are generally better able to control their emotions, maintain a professional attitude, and provide friendly and humane service to the community. Kusumaningrum et al. [38] explain that organisational support for work-life balance can improve police officers' welfare, which ultimately affects performance quality and professional conduct.
 - f. Implementing work-life balance also helps build a positive image ²⁷of the Police institution in the eyes of the public. Services provided by physically and psychologically healthy members tend to be higher quality than those delivered by members experiencing fatigue or high work pressure. Aziz and Rosadi [39] emphasise that work-life balance can enhance the effectiveness of police duties while simultaneously strengthening public trust in the police institution. Therefore, implementing work-life balance in the Sumbawa Barat Police Traffic Unit can be one strategy to realise professional, transparent public services oriented toward public satisfaction.

⁸Based on the above explanation, it can be concluded that implementing work-life balance has significant implications for improving the professionalism of public services at the Sumbawa Barat Police Traffic Unit. These implications include enhanced service quality, work productivity, job satisfaction, organisational commitment, reduced work-related stress, and increased public trust ²in the police institution. Therefore, organisations need to develop policies that support work-life balance to continuously improve the professionalism of public services.

4. CONCLUSION

Generation Z has made a significant contribution to creating an adaptive, collaborative, and member-welfare-oriented work environment. Generation Z leadership characteristics that emphasise open communication, use of digital technology, teamwork, and member empowerment can support a balance between members' work and personal lives. Through this approach, members ¹⁵can work more effectively, productively, and professionally in providing services to the community. Factors supporting the implementation of work-life balance in Generation Z leadership include the ability to adapt to digital technology, a transformational leadership style, a collaborative work

culture, organisational support, and flexibility in work management. These factors help members manage their workload more evenly, thereby improving performance and the quality of public service. On the other hand, several inhibiting factors require attention, namely ¹⁰ high demands of public service. These include a hierarchical organisational culture, work-related stress, blurred boundaries between work and personal life due to technological developments, and differences in perceptions among organisational generations.

Implementing work-life balance has positive implications for enhancing professionalism in public service at the Sumbawa Barat Police Resort's Registration Unit. Members who maintain work-life balance tend to demonstrate higher productivity, better service quality, increased job satisfaction, and improved ability to manage work-related stress. These conditions increase professionalism among members in carrying out public service duties, characterised by faster, more accurate, responsive, transparent, and community-oriented service.

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