The Impact of Micromanaging by Zoomer Generation on Baby Boomer: Effect on Physical and Mental Health at PT XYZ

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Abstract. *This study examines the impact of micromanagement practices by Generation Z (Zoomers) on employees from the Baby Boomer generation at PT XYZ, a company specializing in maritime shipping services. The research focuses on the responses of Baby Boomer employees, particularly in relation to their physical and mental well-being. Data for the study were gathered through surveys and interviews involving employees from both generational cohorts. The findings indicate that micromanagement practices implemented by Zoomers can significantly contribute to physical and mental health challenges among Baby Boomer employees*

Keywords: *Micromanagement, Mental Health, Physical Health, Zoomer Generation*

1. INTRODUCTION

In today's era of advanced technology and digitalization, along with demographic shifts within organizations, new challenges emerge in organizational management. Differences in age across job positions create gaps in understanding work that aligns with technological developments. The Zoomer generation, or Gen Z, is characterized by being tech-savvy, with leadership styles distinct from previous generations. A phenomenon worth discussing is the practice of micromanaging by Zoomers over Baby Boomers.

The Zoomer generation, born between 1997 and 2012, are currently aged 12 to 27 years. Barhate B and Dirani K.M , (2020) but difference defini Karina Gabrielova and Aaron A.Bukcho, (2021) agree that Zoomers emerged in the mid-1990s to the late 2000s. Mc Crindle, M, (2014) defines Gen Z as those born between 1995 and 2009. Despite slight variations, it is generally accepted that Gen Z spans from the mid-1990s to 2012, marked by rapid technological growth enabling them to access information quickly via social media.

The Baby Boomer generation, born between 1946 and 1964, is described by Carlson E, (2008) as thriving in an era of prosperity. Boomers today enjoy their wealth, good health, and long lives (Harkin & Huber, 2004). Having achieved independence from work-related stress and child-rearing, Boomers seek meaningful work without undue pressure. However, their lack of technological proficiency often leaves them feeling outpaced in today's digitalized workplace.

At PT XYZ, a sea freight forwarding company, Zoomers have assumed leadership roles over Baby Boomers. This micromanaging style often clashes with Boomers' preference for independent and structured workflows, leading to discomfort and impacting their physical and mental health. Excessive supervision aimed at meeting expectations generates concern over declining productivity and employee well-being.

LITERATURE REVIEW

Micromanaging can be interpreted as a leadership style that is characterized by excessive supervision and control of tasks given to employees. Goleman, Daniel , (2000). In another study conducted it was stated that micromanaging can be associated with harsh managerial actions, which can have a negative impact on the physical and mental health of employees.

Intergenerational relationships that occur in organizations are an important part of human resource management. Kupperschmidt, B. R, (2000) provides an explanation of the challenges and opportunities for human resource management from various generations. At PT XYZ, this phenomenon is the main topic when the zoomer generation is more active in managing the baby boomer generation which is still conventional. This difference is expected to be able to manage conflict and improve overall performance.

Different generations can bring different values and expectations to the workplace. Twenge, Jean M , (2010). The zoomer generation is more receptive to new technological developments and expects transparency, in contrast to the baby boomer generation who expect more stability and can value experience . Deal, J,. Altman, D., & Rogelberg, S, (2010). These differences can have an impact on tension in work relationships that are not managed well. Jurkiewicz C.L., Massey, T.K & R.G Brown, (1998). The leadership style carried out by the zoomer generation that is too controlling can provide dissatisfaction received by the baby boomer generation

Relationships between generations will become increasingly complex with the increasing number of zoomer generation employees in managerial positions

Benson & Proctor, (2011). The existence of differences in communication perspectives and approaches to decision making that are carried out can cause conflict. Communication implemented by the baby boomer generation is much more formal while the zoomer generation has faster communication accompanied by digital technology. Myers, K. K & Sandaghiani, K , (2010)

PT XYZ is a cross-generation expedition company that makes the zoomer generation a managerial part for those who are baby boomers. In relation to the explanation above, it can be concluded that the impact of micromanaging carried out by the zoomer generation on the baby boomer generation is the physical health and mental health of employees. The purpose of this study is (1) to analyze the impact of micromanaging carried out by the zoomer generation on the physical health and mental health of Baby Boomer generation employees at PT XYZ, (2) to evaluate how baby boomer employees perceive micromanaging practices implemented by the zoomer generation at PT XYZ, (3) to analyze the impact of the work environment created due to micromanaging of the zoomer generation on the baby boomer generation at PT XYZ.

1. Micromanaging

Micromanaging is a management style carried out by a superior by excessively controlling every detail of the work done by employees. Micromanaging is associated with limiting the space for creativity and initiative in employees. Micromanaging is one of the factors that influences subordinates' perceptions of superiors and also affects physical and mental health both individually and in groups.

Micromanaging has several diversities that focus on 6 characteristics, namely: 1. leaders who are always involved (Stephen A, 2020) doing subordinates' work if it is not in accordance with what is desired Bielaszka-DuVernay, (2008), 2. continuously checking subordinates' work. White, RD, (2010). 3. providing continuous guidance to subordinates (White, RD, 2010). 4. paying attention to something in detail and in detail (Stephen A, 2020). 5. not wanting to delegate tasks or work (Bielaszka-DuVernay, 2008). 6. involving subordinates in decision making whose aim is to blame subordinates if the results are not as desired (Bielaszka-DuVernay, 2008)

2. Physical Health

Physical health is a state of the body that is healthy and free from complaints of disease. This condition includes the body's ability to function optimally without experiencing injury or fatigue. Physical health itself involves adequate nutritional intake, physical activity, adequate sleep time and patterns for managing stress. Physical health can be influenced by several factors, namely:

1. Lifestyle: a condition where a person becomes a habit of eating or other physical activities.
2. Environment: decent living, clean air and access to infrastructure, work

3. Heredity or Genetics: a health condition that is inherited genetically

Physical health or more commonly called physical health is said to be healthy if breathing is maintained properly, the heart is healthy, flexible muscles are accompanied by body movement, strong bones (Haswita & Sulistyowati, 2017). Tilong (2012) states that physical health can be known from the body's organ duty hours so as to create an immune system in the body. The characteristics of a person who has a healthy physique are as follows:

1) His body condition is always healthy and fit

2) Has good endurance / immunity

3) Does not easily feel tired / exhausted

4) Has an appropriate weight and height

5) Hair and nails grow normally

6) Can carry out activities well

Micromanaging can affect the physical health of employees including work fatigue (burnout), chronic stress and even heart health.

3. Mental Health

An expert Pieper J & Uden, M. V, (2006) explained that mental health is a state of a person who does not experience feelings of guilt towards himself, accepts his own shortcomings and weaknesses, feels able to face life problems, satisfaction in his personal life and happiness for himself.

The World Federation for Mental Health (World Health Organization, 2017) formulates the definition of mental health as a state that provides the possibility of maximum development physically, intellectually and emotionally that is adjusted to the conditions of others. Mental health consists of two components, namely mental health in the mind and emotional mental health (Notoatmodjo, S, 2010)

1) Mental health in the mind is how a person can think logically or coherently

2) Emotional mental health can be seen from the way a person expresses or expresses their emotions, such as fear, joy, worry, sadness and so on.

Mental health is a principle that emphasizes that a person is said to be mentally healthy if they do not experience abnormalities. Mental health is a priority goal that affects certain conditions.

(Kartono, Kartini, 2018) in his book explains that people who have a healthy mind can be seen with distinctive characteristics such as being able to behave

efficiently, clear life goals, always calm minds and being able to integrate personal life with environmental life. The effects of micromanaging on mental health include:

a) Excessive stress and anxiety in employees who get a leadership style that is too dictating or controlling tend to experience increased stress or excessive anxiety. The limitation of decision making becomes a pressure.

b) Depression, if criticism is continuously carried out and freedom to work independently can cause feelings of inferiority and helplessness.

c) Burnout (mental fatigue), is a condition that causes emotional exhaustion and excessive stress.

d) Decreased motivation and job satisfaction, that every aspect of what employees do is closely monitored so that it affects decision making and dissatisfaction with work.

e) Decreased self-confidence, strict supervision and control make employees less confident, because they feel that the contribution given is not in accordance with their expectations and work towards a manager

The conclusion from the explanation above that micromanaging is an action that carries out excessive control over the performance of subordinates which can affect physical and mental health.

2. METHODS

In this study, the approach used is to use a descriptive qualitative method, in accordance with the existing explanation, which is based on in-depth and more detailed knowledge of a case (Neuman, W., 2014).

a. Population and Sample

The population in this study involved all employees of PT XYZ totaling 80 people from the baby boomer generation. The data used in this study used interview and questionnaire techniques.
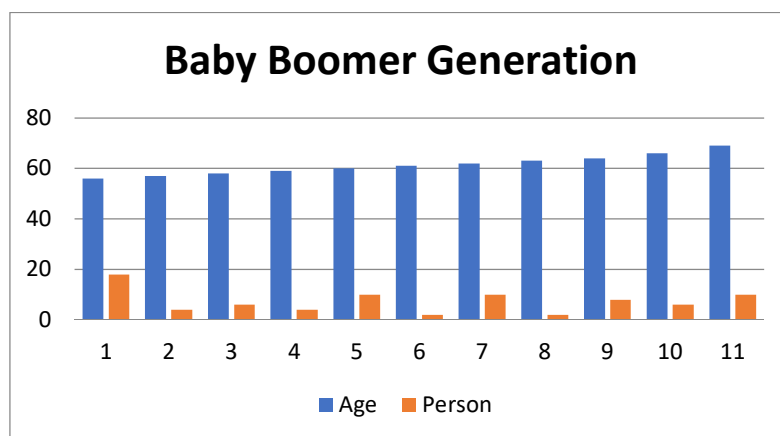
Picture 1 Total Baby Boomer
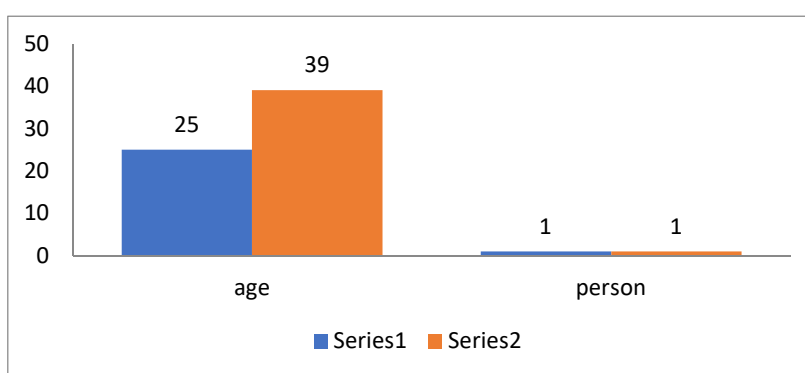
Table 2 Tota Zoomer Generation

The amount of samples based on (Guest, G., Bunce, A., & Johnson. L, 2006) stated that the total sample used was 10-20% of the total population. So the total sample taken was 10-15 people from baby Zoomers.

b. Observation

Anis Fuad & Sapto Kandung, (2014) explains about observation in qualitative research which is conducted as a basic foundation by conducting direct observation of an object, condition, situation, action and existing process. In this research, it is conducted by means of participatory observation with the aim of obtaining observation of the events that occur and obtaining data and information that is explored to answer questions that are problems in the research.

c. Interview

According (Saroso S, 2017) interviews are a technique that is often used in collecting data in qualitative research. Interviews allow researchers to collect diverse data from samples in various situations and contexts. The data collection process in the phenomenological approach is carried out through individual interviews with

people who have experienced and lived that life. (Creswell,J W. , 2007). with this interview, researchers can understand the facts that occur from an experience experienced by someone (Raco, 2010)

3. RESULTS

This research was conducted at PT XYZ which is engaged in freight forwarding services in Surabaya. The research was conducted for 1 month by conducting direct observation and interviews. Based on the study of existing theories and observations to determine existing problems, the following were found:

1. Distrust of the baby boomer generation towards the leadership style of the Zoomer generation.

Baby boomer generation's perspective of the leadership style carried out by the zoomer generation creates distrust from the older generation. baby boomers consider the zoomer generation's way very uncomfortable with excessive micromanaging.

The leadership style carried out by generation Z, which is too detailed and detailed in giving instructions to the baby boomer generation, makes it uncomfortable to work. feeling always watched and cared for. the inability of the baby boomer generation to follow instructions or directions due to limited information technology and infrastructure.

"*I don't believe that he can be a proper manager, because in terms of age he has just graduated or his work experience is not the same as his current one*". (sample 1)

"*I'm not sure he can make a significant impact on this company, just from the way he carries himself and presents it, I'm still doubtful*". (sample 2)

"*Maybe he doesn't have experience in this field, sir, but maybe he is used to leading an organization so he was appointed as a manager, but I still have doubts that he will be able to have a significant impact on this company*".(sample 5)

2. The lack of knowledge and experience

The lack of knowledge and experience by generation Z in a job and only relying on the theory received while still in college and applying it to work results in disharmony or still needing adjustment according to the job

"*He seems to have just graduated from college, sir, because if you look at him, he has no experience or competence in this field*". (sample 3)

"*He has no experience and no knowledge in this field, sir, how will he explain it to us who don't know anything*?". (sample 4)

3. Mental health disorders

When the observation was conducted, it was found that there were mental disorders experienced by the baby boomer generation, including stress, overthinking, and difficulty sleeping. These disorders were felt when the leadership of the zoomer generation was carried out.

"*I can't sleep sir, I keep thinking about work, I'm afraid something will go wrong and the results won't be as desired*". (Sample 6)

"*It feels stressful and dizzy, sir, dealing with him, everything has to be detailed and according to his wishes, even though in the field it's not like the theory, sir*".(Sample 7)

"*Sometimes I feel like I'm overthinking, sir. I've done it according to the instructions, but in reality it's not the same, so I keep thinking about it, sir*". (sample 8)

4. Physical health disorders

The impact of excessive micromanaging also affects physical health. In observations and results of observations and interviews, researchers found physical fatigue. Physical fatigue is seen in their lack of sleep to the point of decreased endurance, and easy to get sick.

"*Now I feel like I get tired easily, sir. I feel really tired when I work, so I don't feel like working*". (sample 9).

"*If I feel my immune system is decreasing, sir, I get sick easily, even the slightest pain makes my whole body feel tired*". (sample 10).

DISCUSSION

As in previous research on the baby boomer generation, Dwi Risqa, Ichsan Adil Prayogi, (2023) in the title Financial Technology Acceptance in Baby Boomers Generation, published by Indra Institute, stated that the baby boomer generation really want to follow technological changes. Micromanaging can be described as a coin, which has 2 different sides, one of which is micromanaging carried out by generation Z, still requiring guidance and direction but on the other hand generation Z also needs space to be able to express themselves and flexibility. (Nanda Intan Salsabila, 2022)

Maria Dolores Benitez-Marquez, Eva Maria Sanchez-Teba, (2022). New challenges for the Zoomer generation in the job market, resulting in micromanaging that can certainly affect the new world of work.

4. CONCLUSION

From the results of the research and discussion that have been presented, it can be concluded that micromanaging carried out by the Zoomer generation on the baby boomer generation at PT XYZ significantly affects physical and mental health. The existence of excessive control and supervision can create an uncomfortable and stressful work environment that can cause new problems such as fatigue, stress, and will also have an impact on job satisfaction.

The existence of generational differences between the baby boomer generation and the Zoomer generation can create disharmony due to poor leadership styles. There needs to be an approach in the leadership style carried out by the Zoomer generation so that it can reduce the gap between generations.

LIMITATION

In the central review has described in its entirety but there are some limitations of the information available and must be acknowledged. perhaps the literature of this review is taken from relevant journals and books that are the basis but are still insufficient as new literature discussing micromanaging carried out by the zoomer generation.

This study has several limitations:

1. Sample Amount (size) : in this study only a few were made respondents from a total of 80 populations, only taking 10-20%, namely 10-15 respondents from the total. so this may result in insufficient information from a broader perspective

2. Single Company Focus: This study was only conducted in 1 company, namely PT XYZ, which is engaged in freight forwarding, thus providing limitations for observations on organizational culture that exist in other industries besides freight forwarding. This study was conducted only at PT XYZ, a shipping company by sea. Unique organizational cultures and industry-specific practices may limit the application of findings to other industries or contexts.

3. Subjectivity in Data Collection: with research methods such as observation and interviews, different and varied interpretations can arise depending on the researcher's perspective.

4. Time Limitation: In this research, the time used was one month, so it may not be enough to capture the desired information about the micromanaging that occurred at PT XYZ.

5. Generational Coverage: The focus of this study is on Generation Z and Baby Boomers, but does not consider reviewing generations other than baby boomers, because of course there are millennials or generation X, who certainly experience the same impact.

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