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THE INFLUENCE OF RIGHT TO DISCONNECT ON WORK PRODUCTIVITY OF GENERATION Z EMPLOYEES AT PLAZA ASIA TASIKMALAYA

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Abstract. This study aims to analyze the effect of the Right to Disconnect (RTD) on the work productivity of Generation Z employees at Plaza Asia Tasikmalaya. The RTD concept emphasizes the right of employees to disconnect from work matters outside of working hours without negative consequences, in order to maintain work-life balance and psychological well-being. The research method used was an associative quantitative approach with data collection techniques through a Likert scale questionnaire to 32 Generation Z employee respondents. The data were analyzed using validity, reliability, and simple linear regression tests with the help of SPSS version 22. The results showed that the Right to Disconnect had a positive and significant effect on work productivity, with a coefficient of determination (R^2) value of 0.311, meaning that 31.1% of the variation in productivity was explained by the implementation of RTD. These findings indicate that the better the implementation of RTD, the higher the work productivity of employees. RTD has been proven to help psychological detachment, reduce digital fatigue, and increase work focus and efficiency. The practical implications of this study emphasize the importance of organizational policies that respect work time limits to improve employee performance and well-being, especially among Generation Z in the modern retail sector.

Keywords: Right to Disconnect; Work Productivity; Generation Z.

1. Introduction

Advances in information and communication technology have brought about major changes in the modern workplace. The integration of digital systems into various aspects of work has created a new work culture often referred to as the always-on culture, where employees are required to stay connected to work even outside of official working hours. This situation has negative consequences for employee well-being, such as increased work stress, digital fatigue, and decreased productivity (Dolobáč & Školodová, 2022).

In Indonesia, awareness of the Right to Disconnect is still relatively low. Most companies do not yet have formal policies regulating digital working hours, even though an OECD report (2021) states that 46% of workers in Southeast Asia admit to frequently receiving work messages outside of official working hours. As a result, many employees experience psychological pressure, digital fatigue, and a decline in work well-being. This phenomenon has the potential to reduce productivity, especially among Generation Z, who dominate the young workforce and are known to have high needs for work-life balance and work autonomy (McCrindle, 2020).

The Right to Disconnect is closely related to the Work-Life Balance theory (Clark, 2000) and the Job Demands–Resources Model (Demerouti et al., 2001). These theories explain that when job demands exceed available resources, individuals will experience work stress and decreased productivity. In this context, the Right to Disconnect can function as a job resource that helps workers achieve psychological detachment after working hours, thereby supporting their well-being and productivity (Sonnentag & Fritz, 2007).

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One sector that demands high flexibility in working hours is the retail and shopping center sector, such as Asia Plaza Tasikmalaya. As one of the largest modern trading centers in the East Priangan region, Asia Plaza has long operating hours (up to 12 hours per day) and high customer interaction intensity. These conditions mean that employees, especially the younger generation, often remain connected to work matters through communication groups. This phenomenon shows the tension between business needs and individual well-being. On one hand, companies require quick responses and optimal customer service; on the other hand, employees need rest time to recharge their energy and maintain emotional balance. If this balance is not achieved, the potential for work fatigue and decreased productivity will increase.

Previous studies in Europe and Australia (Barthélemy, 2019; Mellner, 2016) show that implementing the Right to Disconnect has a positive impact on employee mental health and productivity. However, research related to the Right to Disconnect in Indonesia, especially in the context of regional retail companies such as Asia Plaza Tasikmalaya, is still very limited. There are not many empirical studies that describe the extent to which awareness and practice of RTD affect the work productivity of young employees in this sector.

Therefore, this research is important to understand how the implementation of the Right to Disconnect affects the work productivity of Generation Z employees at Asia Plaza Tasikmalaya, as well as to provide empirical contributions to the development of work welfare policies at the local private company level.

2. Research Method

This type of research is quantitative associative with a cross-sectional design, which is appropriate because data collection was conducted at a single point in time to test the relationship between variables. The population was all Generation Z employees (born 1997–2012) at Plaza Asia Tasikmalaya. The sample was taken using simple random sampling, consisting of 32 respondents. The data collection instrument was a Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree). Research variables: X = Right to Disconnect; Y = Work Productivity. Data analysis used SPSS version 25 for validity and reliability testing (Cronbach's Alpha), classical assumption testing (normality, heteroscedasticity), and simple linear regression: $Y = a + bX + e$.

3. Result and Discussion

The respondents in this study were 32 Generation Z employees working in various departments at Plaza Asia Tasikmalaya, such as cashiers, fashion sales assistants, supermarket sales assistants, and customer service officers (CSOs). Based on gender, the majority of respondents were female, numbering 30 people (93.75%), while only 2 people (6.25%) were male. This shows that the majority of Generation Z workers at Plaza Asia Tasikmalaya, especially in the retail and customer service sectors, are dominated by women.

The test results show that all items in the Right to Disconnect and Work Productivity variables have a calculated r value > 0.349 with a significance value < 0.05 . And based on the reliability test results in the table above, all instruments have very high and consistent reliability.

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Table 1. Validity and Reliability Test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RTD1	41,4063	49,023	,930	,973
DRT2	41,6563	49,910	,850	,975
RTD3	41,2500	51,935	,741	,978
RTD4	41,3125	50,028	,779	,977
RTD5	41,5000	49,806	,918	,974
RTD6	41,5313	49,289	,894	,974
PK1	41,5000	49,161	,922	,974
PK2	41,5625	49,996	,867	,975
PK3	41,5313	49,096	,914	,974
PK4	41,4688	49,483	,845	,975
PK5	41,4375	48,899	,923	,974
PK6	41,5938	49,217	,879	,975

Table 2. Clasical Asumption Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,31857337
Most Extreme Differences	Absolute	,087
	Positive	,054
	Negative	-,087
Test Statistic		,087
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Table 3. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,219	2,302		6,177	,000		
Right to Disconnect	,208	,057	,558	3,682	,001	1,000	1,000

Based on the Kolmogorov–Smirnov test results, the Asymp. Sig. (2-tailed) value obtained was 0.200, which is greater than the significance level of 0.05 ($0.200 > 0.05$). Thus, it can be concluded that the residual data is statistically normally distributed. In addition, the second table above shows that the significance value (Sig.) of the Right to Disconnect variable is 0.414, which is greater than 0.05. This means that there is no significant effect between the independent variables and the absolute residual values, so it can be concluded that the regression model is free from heteroscedasticity.

The R value of 0.558 indicates a fairly strong relationship between the Right to Disconnect variable and Work Productivity. The R Square value of 0.311 means that 31.1% of the variation in work productivity is explained by the Right to Disconnect, while the remaining 68.9% is influenced by other factors outside the model. The calculated F value = 13.560 with Sig. = $0.001 < 0.05$ indicates that the regression model is simultaneously significant. This means that the Right to Disconnect variable collectively affects Work Productivity. The simple linear regression equation obtained is: $Y=14.219+0.208X$.

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This equation shows that every one-unit increase in the Right to Disconnect score will increase Work Productivity by 0.208, assuming other variables remain constant. The Sig. value ($0.001 < 0.05$) indicates that this effect is positive and significant.

The results of this study indicate that the Right to Disconnect has a positive and significant effect on the work productivity of Generation Z employees at Plaza Asia Tasikmalaya. The better the implementation of the right to disconnect from work outside of working hours, the higher the level of productivity achieved. Generation Z is known to prioritize work-life balance. When companies give employees the opportunity to rest after working hours without pressure to stay online, this creates a psychological detachment effect that improves concentration and performance at work.

These findings are in line with research by Reynolds and Rice (2023) and the OECD (2022), which shows that the Right to Disconnect policy can reduce burnout and increase productivity. In the context of Plaza Asia Tasikmalaya, the majority of respondents work in direct service lines (cashiers and sales assistants) that have high demands for customer interaction. Therefore, implementing limits on work communication outside of operating hours can improve focus and work energy the following day.

From a theoretical perspective, these results support the Job Demands–Resources Model (Bakker & Demerouti, 2017), which states that a balance between job demands and personal resources improves performance. The Right to Disconnect functions as an organizational resource that helps employees manage their workload. From a theoretical perspective, these results support the Job Demands–Resources Model (Bakker & Demerouti, 2017), which states that a balance between job demands and personal resources improves performance. The Right to Disconnect functions as an organizational resource that helps employees manage their workload and psychological stress.

4. Conclusion and Recommendations

This study focuses on the effect of the Right to Disconnect on the work productivity of Generation Z employees at Asia Plaza Tasikmalaya. Based on the results of data analysis and discussion, it was concluded that the implementation of the Right to Disconnect has been proven to contribute positively to increased work productivity. Employees who have freedom and clear working hours show a more optimal level of performance compared to those who remain connected to work outside of working hours. These findings confirm that the Right to Disconnect is not just a formal right, but also a psychological and professional necessity in the modern work system. Generation Z, who grew up amid the development of digital technology and a fast-paced work culture, need a balance between work and personal life to be able to work effectively and sustainably. When working hours are respected, employees have the opportunity to restore their mental energy, maintain emotional well-being, and return to work with higher motivation and focus. Thus, the separation between the realm of work and personal life is an important prerequisite for maintaining long-term productivity.

From an organizational perspective, the results of this study show that policies that allow employees to rest and disconnect from work demands outside of working hours can be an effective human resource management strategy. The implementation of the Right to Disconnect has been proven to reduce work stress levels, decrease emotional exhaustion, and increase employee loyalty and performance. In a broader context, companies that value work-life balance will be better able to retain high-potential young workers, especially those from Generation Z who prioritize life balance as a core value. Conceptually, the results of this study also reinforce the view that work productivity is

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not solely determined by the length of working hours, but rather by how companies manage their employees' time, energy, and psychological well-being. Thus, the Right to Disconnect can be seen as a form of organizational investment in efficiency, mental health, and workforce performance sustainability.

Based on the results of this study, several recommendations can be made. First, for companies, particularly Asia Plaza Tasikmalaya and similar retail sectors, it is recommended to start implementing a more formal Right to Disconnect policy through internal regulations or human resource policies, such as limiting work communication outside of working hours, organizing a fair shift system, and providing separate digital channels for personal and professional matters. For management and leaders, it is recommended that they set an example in respecting employees' working hours. Empathetic leadership that is aware of the importance of work-life balance will create a healthier and more productive work environment, while excessive supervision after working hours should be minimized. For employees, it is important to cultivate self-awareness in maintaining a balance between work and personal life by boldly communicating work boundaries to superiors in a professional manner.

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