

ABSTRAK

Perkembangan budaya kerja modern dengan tuntutan produktivitas tinggi dan fenomena *hustle culture* menjadikan isu *work-life balance* dan komunikasi organisasi semakin relevan, khususnya bagi pekerja Generasi Z. Penelitian ini bertujuan memahami peran komunikasi organisasi dalam membantu pemenuhan kebutuhan karyawan Generasi Z berdasarkan hierarki kebutuhan Maslow di Gudang Kosmetik Purwokerto (GKP). Pendekatan yang digunakan adalah kualitatif dengan metode wawancara naratif. Informan berjumlah delapan orang yang dipilih secara *purposive sampling*, terdiri dari karyawan operasional, koordinator, dan supervisor. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi, kemudian dianalisis menggunakan teknik analisis naratif. Keabsahan data diuji melalui triangulasi sumber dan teknik. Hasil penelitian menunjukkan bahwa komunikasi organisasi di GKP berperan dalam mendukung pemenuhan kebutuhan fisiologis melalui kejelasan jam kerja dan pembagian tugas, serta kebutuhan rasa aman melalui komunikasi terbuka dan pendekatan persuasif atasan yang menciptakan rasa aman psikologis. Kebutuhan sosial terpenuhi melalui hubungan kerja yang cair dan komunikasi dua arah. Pada tingkat penghargaan dan aktualisasi diri, karyawan memperoleh apresiasi serta ruang berkembang, meskipun masih terdapat keterbatasan terkait jaminan ketenagakerjaan dan kepastian jenjang karier. Penelitian ini menyimpulkan bahwa komunikasi organisasi berkontribusi secara signifikan dalam mendukung *work-life balance* karyawan Generasi Z, namun masih memerlukan penguatan pada aspek struktural jangka panjang.

Kata kunci: Generasi Z, hierarki kebutuhan Maslow, *hustle culture*, komunikasi organisasi, *work-life balance*.

ABSTRACT

The development of modern work culture, characterized by high productivity demands and the phenomenon of hustle culture, has made work–life balance and organizational communication increasingly relevant, particularly for Generation Z employees. This study aims to examine the role of organizational communication in supporting the fulfillment of Generation Z employees’ needs based on Maslow’s hierarchy of needs at Gudang Kosmetik Purwokerto (GKP). This research employs a qualitative approach using a narrative interview method. Eight informants were purposively selected, consisting of operational staff, coordinators, and supervisors. Data were collected through in-depth interviews, observation, and documentation, and analyzed using narrative analysis techniques. Data validity was ensured through source and technique triangulation. The findings indicate that organizational communication at GKP plays an important role in fulfilling physiological needs through clear working hours and balanced task distribution, as well as safety needs through open communication and a persuasive leadership approach that fosters psychological safety. Social needs are met through fluid workplace relationships and two-way communication. At the levels of esteem and self-actualization, employees receive recognition and opportunities for development, although limitations remain regarding employment security and career advancement. The study concludes that organizational communication significantly supports Generation Z employees’ work–life balance, yet structural improvements are still needed for long-term sustainability.

Keywords: Generation Z, Maslow’s hierarchy of needs, hustle culture, organizational communication, Work–life balance.