

## Work-Life Balance among Generation Z: The Role of Workload, Social Support, and Work Flexibility

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### Abstract

This study examines the influence of workload, social support, and work flexibility on work–life balance among Generation Z employees in Jakarta using the JD-R framework. The target population comprised employees aged 19–28 years. Given the indeterminate population size, the sample was determined using the rule of thumb of at least five respondents per indicator. With 27 indicators, the minimum required sample was 135, and 150 valid responses were obtained through an online survey. Data were analyzed using PLS-SEM with SmartPLS software.

Findings reveal that workload exerts a significant negative effect on work-life balance, whereas social support and work flexibility demonstrate significant positive effects. Social support emerges as the most dominant predictor. A key insight is that Gen Z employees tend to rely more on relational resources than structural resources in maintaining work–life balance, a pattern influenced by Indonesia’s collectivistic cultural context.

This study extends the JD-R framework by emphasizing the context-dependent nature of job resources. Practically, organizations should balance workload management with the development of supportive and flexible work environments. The study is limited by its cross-sectional design and specific urban context, suggesting the need for longitudinal and broader future research.

## 1. INTRODUCTION

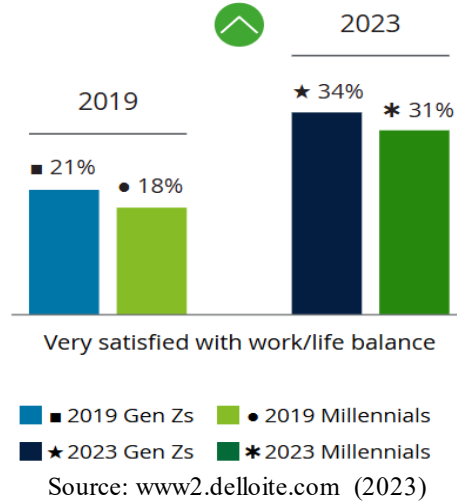
The rapid transformation of the modern workplace has encouraged organizations to continuously adjust their approaches in managing human resources. Changes in work systems, technological advancement, and shifting employee expectations have created new challenges, particularly in maintaining employee well-being and sustainability in the workforce. One of the most prominent issues faced by organizations today is the need to understand the characteristics and preferences of younger generations who are gradually becoming the dominant workforce segment (Kniffin et al., 2021).

Among these generations (who born in 1997 – 2012), commonly known as Generation Z, bring distinct perspectives toward work and career. Growing up in a highly digitalized environment, they tend to have different expectations compared to previous generations, especially in terms of how work should integrate with their personal lives. For this generation, employment is not solely viewed as a means of earning income, but also as a part of achieving

a balanced and fulfilling life (Wibowo & Ahmadi, 2024).

In Indonesia, especially Jakarta, increase of flexible work setups after the pandemic has really highlighted the need for Gen Z to balance their work duties with personal stuff. Studies show that the main factor in choosing a career is work-life balance, with a strong lean toward flexible hours as a way to boost well-being and keep careers going strong long-term (Aura & Hutahaean, 2025).

Figure 1. Gen Z’s Work-Life Balance Satisfaction Level



A Deloitte global survey from 2023 found that 66% of Gen Z workers see work-life imbalance as a top reason they're thinking of quitting their jobs (Deloitte, 2023). This finding indicates that work–life balance is no longer only a individual issue, but has become an important factor related to workforce sustainability and employee retention. Similarly, a report by PwC (2022) shows that an increasing number of employees prefer jobs that are aligned with their personal lives rather than focusing solely on traditional career paths.

In light of these phenomena, examining work–life balance among Generation Z becomes increasingly relevant. Therefore, a preliminary survey was conducted involving 15 respondents in Jakarta. Table 1 presents the pre-survey outcome.

Table 1. Pre-survey Result

Variable	Statement	Agree	Disagree
Workload	I feel that my workload is too heavy.	80%	20%
	My job often interferes with my rest time.	47%	53%
Work Stress	Daily work pressures leave me feeling stressed out.	60%	40%
	Work pressure affects my life balance.	47%	53%
Social Support	My boss or coworkers back me up in juggling work and personal time.	20%	80%
	I get enough family support to keep my life in balance.	73%	27%
Work Flexibility	I can adjust my work schedule pretty freely.	27%	73%
	My workplace provides flexibility to complete tasks from anywhere.	20%	80%
Employee Engagement	The company really gets behind balancing work with my personal stuff.	53%	47%
Work Environment	Having good work-life balance fires me up and keeps me more involved at the job.	53%	47%
	My work environment is conducive and supports mental health.	33%	67%
Self-Management	I feel comfortable working in my current workplace.	40%	60%
	I handle splitting time between work and personal life without much hassle.	53%	47%
	I've got the know-how to deal with stress and sort out my work priorities.	53%	47%

Source: Processed Data, 2025.

The results of the pre-survey provide a clearer picture of the challenges faced by Generation Z employees in maintaining work–life balance. Several important patterns can be identified across the observed variables.

First, workload emerges as a dominant issue. A substantial proportion of respondents (80%) reported that they experience excessive workload, indicating that job demands remain relatively high. Although only 47% stated that work interferes with their rest time, the overall finding still suggests that workload is perceived as a highly pressure in daily work activities.

Second, social support shows a contrasting and concerning pattern. While support from family tends to be relatively high (73%), support from supervisors and colleagues is perceived as very limited, with 80% of respondents indicating a lack of workplace support. This imbalance suggests that although informal support systems exist, formal organizational support is still insufficient.

In Addition, work flexibility appears to be relatively low. The majority of respondents reported limited flexibility in both working hours (73%) and work location (80%). This indicates that flexible work arrangements, which are often associated with improving work–life balance, have not been optimally implemented in the observed context.

Overall, the pre-survey findings indicate a consistent pattern where high job demands, particularly workload, aren't offset by enough resources like social support or work flexibility. This imbalance potentially contributes to difficulties in achieving work–life balance among Generation Z employees. Therefore, workload, social support, and work flexibility are selected as the main variables in this study, as they represent the most prominent and relevant causes based on the observed empirical conditions.

Previous research has shown varied results concerning the connection between workload and work-life balance. Some investigations assert that workload positively and significantly influences work-life balance (Hashim et al., 2024). On the other hand, certain studies (Kartika & Riana, 2024; Marcheila & Safitri, 2023) indicate that workload can have a negative influence on work-life balance, implying that high job demands might restrict individuals from effectively managing their personal time and energy.

Regarding social support, earlier investigations typically reveal a positive and meaningful connection with work-life balance (Nurfauzi & Suratman, 2023). Assistance from supervisors, coworkers, and family members can alleviate stress and enhance individual well-being (Taylor, 2018). Nevertheless, contrasting results have been noted by Yildirim & Darican (2024), who observed a negative correlation. This discrepancy might be attributed to a lack of adequate or effective support, commonly known as functional social isolation, where individuals do not receive sufficient help or engaging social interactions (Iacono et al., 2024; Rutter et al., 2026).

Furthermore, work flexibility stands out as a key factor in improving work–life balance. Existing studies show that adaptable hours and locations positively and significantly boost people's ability to handle their duties (Mahardika et al., 2022; Wibowo & Kusdiyanto, 2024; Astriani & Muafi, 2023). That said, recent work has highlighted the autonomy-control paradox, where too much flexibility without firm boundaries can actually erode workers' feelings of control over their jobs and home lives (Boccoli et al., 2024).

Despite a significant amount of research on work-life balance, most studies have analyzed factors separately. Few have considered these factors together within the JD–R framework, especially for Generation Z in urban areas of developing countries. Furthermore, prior studies have not consistently positioned work flexibility within the interaction between job demands and job resources. As a result, further empirical research is necessary to explore their effect on work-life balance.

In response to these shortcomings, this study investigates how workload, social support, and work flexibility affect work-life balance for Generation Z workers in Jakarta. It seeks to contribute theoretically by adapting the JD–R model to post-pandemic workplace scenarios, while also offering practical suggestions to enhance employee well-being through policy development on organizations.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **JD-R Theory**

The JD-R theory constitutes an integrative paradigm for occupational design, synthesizing diverse perspectives on workplace stress and motivational dynamics (Demerouti et al., 2001; Bakker et al., 2023). At its essence, the model delineates two fundamental components: job demands and job resources. Furthermore, job demands encompass those work characteristics necessitating sustained physical or psychological exertion, such as high workloads or unclear role expectations, which can lead to stress and exhaustion (Li et al., 2025).

On the contrary, job resources comprise factors such as decision-making autonomy, support from peers, and avenues for personal development. These resources facilitate individuals in attaining their work objectives, buffer the deleterious impacts of demands, and fostering personal advancement (Bakker & Demerouti, 2007; 2017).

Within this framework, work–life balance emerges as a result of how demands and resources interact. Therefore, this research utilizes the JD-R framework to investigate how workload, social support, and flexibility at work influence work–life balance.

### **Workload**

Dessler (2024) defines workload as the amount of work assigned to an employee to fulfill their responsibilities. Meanwhile, Hasibuan (2023); describes workload as the process of determining the amount of working hours required, utilized, and allocated to complete a task within a specific period. In a broader sense, workload refers to the set of activities undertaken by individuals in completing tasks related to a particular job or position under normal conditions within a certain timeframe (Sulistia & Widigdo, 2023).

Previous investigations (Kartika & Riana, 2024; Marcheila & Safitri, 2023; Aisy et al., 2024; Efendi & Suwarsi, 2022) have consistently demonstrated that the magnitude of workload exerts a negative and significant influence on the balance between working and personal life. However, a subset of research indicates that the repercussions of workload may fluctuate contingent upon the accessibility of occupational resources, suggesting that tolerable levels of workload do not invariably precipitate imbalance (Liang et al., 2026; Papatungan et al., 2025). Such variability indicates that the consequences of workload are context-dependent and modulated by concomitant factors, including social support and work flexibility.

Based on these findings, the ensuing hypothesis is formulated:

**H1:** Workload has a negative effect on work–life balance.

### **Social Support**

According to Myers & Twenge (2022), social support can be understood as a form of prosocial behavior that arises from the interaction of three key factors: empathy, social norms, and social exchange. Taylor (2018) further explains that support from family, colleagues, and friends plays an crucial role in helping individuals manage with pressure, enhance job satisfaction, and maintain overall life balance. Social support operates through two dimensions of social awareness, namely rational awareness, which encourages individuals to act in accordance with social norms, and affective awareness, which is driven by empathy and emotional connections among individuals (Zaharov, 2024).

Empirical evidence from previous studies (Yusof et al., 2024; Nurfauzi & Suratman, 2023; Aras et al., 2022; Khairunnisa & Nurdiansyah, 2025) consistently indicates that social support has a significant and positive effect on the balance between working and personal life. However, recent study indicate that the efficacy of social support is contingent upon both its qualitative attributes and its operational effectiveness. Inadequate or misaligned support may limit its ability to reduce stress (Hardiningrum et al., 2025), suggesting that not all forms of support contribute equally to improving balance.

Based on these findings, the ensuing hypothesis is formulated:

**H2:** Social support has a positive effect on work–life balance.

### **Work Flexibility**

Allen (2013), as referenced in (Mandalahi et al., 2024), articulates the concept of work flexibility as the latitude afforded by organizations to their employees in determining the temporal and spatial parameters of their occupational responsibilities. Moreover, Robbins et al. (2024) contend that work flexibility epitomizes an organizational adaptation to the fluid characteristics of the work milieu and the shifting anticipations of the contemporary labor force. Organizations that adopt flexible work arrangements generally exhibit heightened adaptability, foster innovation, and are better equipped to attract and retain elite talent. Consequently, work flexibility assumes a central function in enhancing employee satisfaction.

Empirical evidence generally shows that work flexibility positively influences work–life balance (Wibowo & Kusdiyanto, 2024; Mandalahi et al., 2024; Shanker, 2022; Indradewa & Prasetio, 2023). However, recent studies highlight the potential downside of flexibility, particularly the autonomy–control paradox (Boccoli et al., 2024), where excessive flexibility without clear boundaries may lead to increased pressure and role blurring. This suggests that work flexibility is not universally beneficial and may produce different outcomes depending on the context.

Based on these findings, the ensuing hypothesis is formulated:

**H3:** Work flexibility has a positive effect on work–life balance.

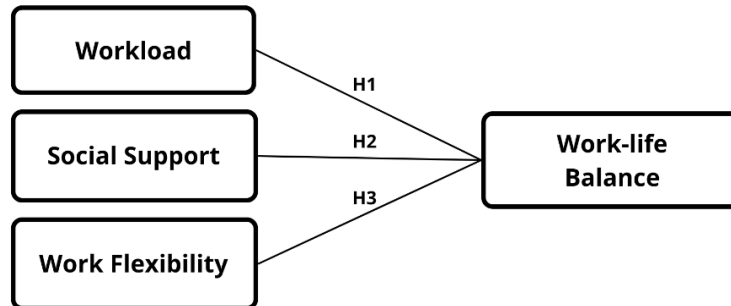
### **Work-Life Balance**

Work–life balance refers to a state where people can juggle work and personal demands without shortchanging one for the other (Saputra & Masdupi, 2025; Lamprinou et al., 2021). It's more than just avoiding clashes between roles, but also in the ability to actively manage boundaries between the two spheres (Clark, 2000, as cited in Herrera-Ballesteros et al., 2025). Fall short on this, and you risk fallout like heightened stress, lower output, and issues with mental or physical health (Robbins et al., 2024).

Meanwhile, Casper et al. (2025) found that although work–life balance rules are often formally implemented, their actual impact tends to be limited or inconsistent. This suggests that formal policies alone are insufficient and must be supported by appropriate job demands and job resources. Therefore, examining workload, social support, and work flexibility in an integrated manner becomes essential in understanding work–life balance, particularly among Generation Z employees.

In line with the theoretical framework and the proposed hypotheses, the conceptual framework of this study is illustrated in Figure 2.

Figure 2. Conceptual Framework



### 3. METHODS

This study adopts a quantitative methodology featuring a causal-explanatory design to assess the influence of workload, social support, and work flexibility on work-life balance. This approach was chosen to scrutinize the operative causal linkages among variables via empirical data analysis.

The study population encompasses all Generation Z workers aged 19–28 years employed in Jakarta. A non-probability purposive sampling strategy was implemented. Respondent eligibility criteria included: (1) age between 19 and 28 years, (2) at least six months of professional experience, (3) residence and employment within the greater Jakarta region, and (4) active employment status during data collection.

Sample size determination followed Hair et al. (2022), recommending a minimum of five cases per indicator. With 27 indicators, this yielded a requisite minimum of 135 participants. To bolster statistical robustness, data were obtained from 150 respondents, surpassing the minimum benchmark.

Primary data were obtained through an online questionnaire with a five-point Likert scale (Creswell & Creswell, 2023). This approach facilitates the systematic quantification of respondent perceptions for subsequent statistical verification. Specifically, workload was measured using indicators adapted from (Budiasa, 2021), social support from (Taylor, 2018), work flexibility from (Carlson, 2010, as cited in Wibowo & Kusdiyanto, 2024), and work–life balance from (Saputra & Masdupi, 2025). These instruments have been widely used and validated in prior studies, ensuring the reliability and validity of the measurements.

Data analysis was conducted employing PLS-SEM with SmartPLS 4 software. This technique was selected for its proficiency in elucidating intricate causal pathways and suitability for modest sample sizes. (Ghozali & Kusumadewi, 2023).

In addition, characteristic respondents, including gender, age, education, occupation, domicile of residence and workplace, years in job, were collected and analyzed to provide a clearer demonstrate of the sample characteristics and to account for potential confounding variables.

### 4. RESULTS AND DISCUSSION

#### Results

#### Respondent Characteristic

Table 2. Respondent Characteristics

Variables	Categories	Frequency	Percentage (%)
Gender	Male	91	60.67
	Female	59	39.33
Age	19-20	21	14.00
	>20-25	77	51.33
	>25-28	52	34.67
Education	Secondary School	42	28.00
	Diploma	31	20.67

Variables	Categories	Frequency	Percentage (%)
Occupation	Bachelor	71	47.33
	Master	6	4.00
	Permanent Employee	38	25.33
	Contract Employee	69	46.00
	Freelancer	43	28.67
Domicile of Residence	Central Jakarta	37	24.67
	North Jakarta	27	18.00
	East Jakarta	33	22.00
	West Jakarta	26	17.33
	South Jakarta	27	18.00
Domicile of Workplace	Central Jakarta	42	28.00
	North Jakarta	28	18.67
	East Jakarta	29	19.33
	West Jakarta	26	17.33
	South Jakarta	25	16.67
Years in the job	<1	42	28.00
	>1-3	67	44.67
	>3	41	27.33

Source: Processed Data, 2026.

Table 2 summarizes the demographic characteristics of the 150 respondents participating in this study, offering a representative profile of Generation Z employees. With respect to gender distribution, males comprised the majority (60.67%), while females represented 39.33%. Regarding age, the largest proportion fell within the 21–25 years category (51.33%), followed by 26–28 years (34.67%) and 19–20 years (14.00%).

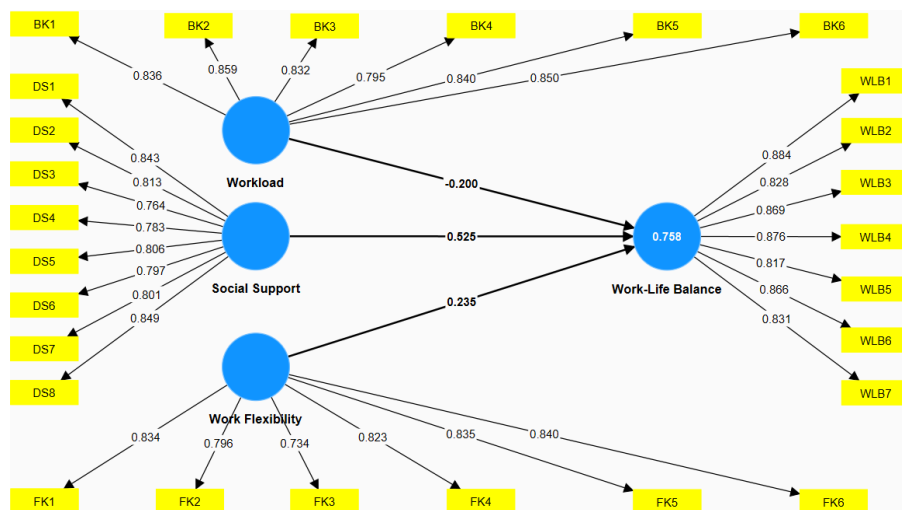
In terms of educational attainment, the predominant group held bachelor's degrees (47.33%), succeeded by senior high school graduates (28.00%), diploma holders (20.67%), and master's degree holders (4.00%). Concerning employment status, contract employees formed the largest segment (46.00%), followed by freelancers (28.67%) and permanent employees (25.33%).

With respect to residential location, respondents were distributed across Jakarta, with the highest proportion residing in Central Jakarta (24.67%), followed by East Jakarta (22.00%), North Jakarta (18.00%), South Jakarta (18.00%), and West Jakarta (17.33%). A similar distribution was observed for workplace location, where most respondents worked in Central Jakarta (28.00%), followed by North Jakarta (18.67%), East Jakarta (19.33%), West Jakarta (17.33%), and South Jakarta (16.67%).

Finally, in terms of years in job, most respondents had been employed for 1–3 years (44.67%), followed by less than one year (28.00%) and more than three years (27.33%).

### Measurement Model Evaluation (Outer Model)

Figure 3. PLS Algorithm Results



Source: SmartPLS 4 Output, 2026.

As outlined by Ghozali and Kusumadewi (2023), an indicator is deemed reliable when its loading factor exceeds 0.70 on the corresponding construct. Nevertheless, in exploratory studies or during scale development, loadings between 0.50 and 0.60 can be deemed acceptable. Figure 3 demonstrates that every measurement item in this research exhibits

loading factors surpassing 0.70. Consequently, all indicators are valid and effectively capture their associated latent variables.

### Average Variance Extracted (AVE)

Table 3. Average Variance Extracted Results

Variable	Average Variance Extracted (AVE)
<b>Workload</b>	0.698
<b>Social Support</b>	0.652
<b>Work Flexibility</b>	0.658
<b>Work-Life Balance</b>	0.728

Source: SmartPLS 4 Output, 2026.

Convergent validity is assessed through the Average Variance Extracted (AVE). A construct shows adequate convergent validity when its AVE is greater than 0.50, indicating that the construct explains more than half of the variance in the indicators (Ghozali & Kusumadewi, 2023). The results indicate that every construct has AVE values higher than 0.50, thereby validating convergent validity and the appropriateness of these constructs for future analyses.

### Fornell–Larcker Criterion

Table 4. Fornell–Larcker Criterion Results

Variable	X1	X2	X3	Y
<b>Workload</b>	<b>0.835</b>			
<b>Social Support</b>	-0.631	<b>0.808</b>		
<b>Work Flexibility</b>	-0.713	0.773	<b>0.811</b>	
<b>Work-Life Balance</b>	-0.700	0.834	0.784	<b>0.853</b>

Source: SmartPLS 4 Output, 2026.

Discriminant validity was evaluated by applying the Fornell–Larcker standard. The examination indicates that the square root of the average variance extracted ( $\sqrt{AVE}$ ) for each factor is greater than its correlations with all other factors within the model. Specifically, the  $\sqrt{AVE}$  values for workload (0.835), social support (0.808), work flexibility (0.811), and work-life balance (0.853) all surpass their respective inter-factor correlations. These findings confirm that each factor demonstrates more variance in its own indicators than in those of other factors, thereby meeting the criteria for discriminant validity.

### Heterotrait–Monotrait Ratio (HTMT)

Table 5. HTMT Results

Variable	X1	X2	X3	Y
<b>Workload</b>				
<b>Social Support</b>	0.679			
<b>Work Flexibility</b>	0.781	0.844		
<b>Work-Life Balance</b>	0.746	0.893	0.848	

Source: SmartPLS 4 Output, 2026.

To assess discriminant validity in more detail, the Heterotrait–Monotrait Ratio (HTMT) was utilized. Hair et al. (2022) suggest that HTMT readings of less than 0.90 reflect adequate discriminant validity. The results show that every HTMT value in this research is below the 0.90 level, thus confirming strong discriminant validity for the model.

### Composite Reliability and Cronbach’s Alpha

Table 6. Reliability Test Results

Variable	Cronbach Alpha	Composite Reliability	Conclusion
<b>Workload</b>	0.914	0.933	Reliable
<b>Social Support</b>	0.924	0.937	Reliable
<b>Work Flexibility</b>	0.896	0.920	Reliable
<b>Work-Life Balance</b>	0.938	0.949	Reliable

Source: SmartPLS 4 Output, 2026.

The reliability of the constructs' internal consistency was estimated using CR and Cronbach's alpha. Constructs are considered reliable when both measures are above 0.70 (Ghozali & Kusumadewi, 2023). The findings indicate that every construct meets this criterion, as both CR and Cronbach's alpha values above 0.70. These findings confirm the dependability and stability of the measurement tool utilized in this research.

### Structural Model Evaluation (Inner Model)

#### R-Square (R<sup>2</sup>)

Table 7. R-Square Results

Variable	R-Square	R-Square Adjusted
<b>Work-Life Balance</b>	0.763	0.758

Source: SmartPLS 4 Output, 2026.

Table 7 displays results indicating that the structural model, which illustrates the impact of workload, social support, and work flexibility on work-life balance, achieves an adjusted R squared value of 0.758. This indicates that the three influencing factors explain 75.8% of the changes in work-life balance, leaving 24.2% attributable to unaccounted elements. According to Ghozali and Kusumadewi (2023) an R squared value of 0.75 is considered significant, highlighting the model's strong ability to explain the data.

#### Predictive Relevance (Q<sup>2</sup>)

Table 8. Q-Square Results

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Work-Life Balance</b>	1050.000	477.006	0.546

Source: SmartPLS 4 Output, 2026.

The predictive relevance of the structural model was evaluated via the Stone-Geisser Q squared value, derived from the blindfolding procedure. Results reveal a Q squared of 0.546, which surpasses zero, confirming the model's predictive relevance. Moreover, with a Q squared above 0.35, it demonstrates strong predictive power. This indicates the model's ability to reliably forecast the endogenous construct, work-life balance.

### Hypothesis Testing

Table 9. Bootstrapping Results

Variable	Original sample	Sample mean	Standard deviation	T statistic	P values	Conclusion
Workload -> Work-Life Balance	-0.200	-0.198	0.065	3.094	0.002	Negative and Significant
Social Support -> Work-Life Balance	0.525	0.522	0.081	6.465	0.000	Positive and Significant
Work Flexibility -> Work-Life Balance	0.235	0.242	0.097	2.428	0.015	Positive and Significant

Source: SmartPLS 4 Output, 2026.

The outcomes of hypothesis testing utilizing the bootstrapping method are shown in Table 9.

Initially, it was discovered that workload negatively impacts work-life balance in a significant way ( $\beta = -0.200$ ,  $t = 3.094$ ,  $p = 0.002$ ). This suggests that as workload increases, work-life balance tends to decrease. Consequently, H1 is confirmed.

Next, social support reveals a significant and positive influence on work-life balance ( $\beta = 0.525$ ,  $t = 6.465$ ,  $p = 0.000$ ). Among all the factors considered, social support has the most substantial impact on work-life balance. Thus, H2 is confirmed.

Finally, work flexibility positively and significantly affects work-life balance ( $\beta = 0.235$ ,  $t = 2.428$ ,  $p = 0.015$ ), showing that higher flexibility leads to better work-life balance. Therefore, H3 is confirmed.

### Discussion

The findings of this study reveal that workload exerts a significant negative influence on work-life balance among Generation Z employees in Jakarta. This suggests that intensified job demands, including elevated work intensity, temporal pressures, and rigid deadlines, impede individuals' capacity to harmonize professional and personal domains. From the perspective of the JD-R model (Demerouti et al., 2001; (Bakker et al., 2023), workload functions as a job demand that depletes employees' physical and psychological reserves. Nonetheless, relative to other predictors, its effect magnitude remains modest ( $\beta = -0.200$ ), signifying statistical significance alongside a comparatively limited substantive

impact on work-life balance.

This finding can be explained by the characteristics of Gen Z, who often adapt well to work pressure and are accustomed to multitasking environments and fast-paced work dynamics (Kobis & Banasik, 2025). In the context of Jakarta as a metropolitan city with a competitive work culture, high workload is often perceived as a “normal” condition or an inherent part of job expectations (Rokhim et al., 2025). As a result, the negative and significant effect of workload on work–life balance becomes relatively weaker compared to other contextual and social factors (Aisy et al., 2024; Marcheila & Safitri, 2023). Moreover, this result aligns with the JD-R framework by demonstrating that job resources can attenuate the detrimental impacts of workload.

Furthermore, social support demonstrates a positive and significant impact on work-life balance, standing out as the most influential predictor ( $\beta = 0.525$ ). This shows that assistance from supervisors, peers, and family is essential for enabling Generation Z employees to handle job demands and maintain balance between their work and personal lives (Taylor, 2018). In the JD-R framework, social support is regarded as an essential job resource that not only lessens work-related stress but also boosts psychological well-being by providing a sense of belonging, acknowledgment, and emotional safety (Li et al., 2025).

The dominance of social support in this study can be understood through the cultural context of Indonesia, which is generally characterized by collectivistic values, where interpersonal relationships and social support are highly valued. In contrast to more individualistic Western societies that emphasize personal autonomy (Bakker et al., 2023), employees in Indonesia tend to rely more on social networks in coping with work-related pressures (Acikdeniz et al., 2024; Hardiningrum et al., 2025). This explains why social support emerges as a stronger factor compared to work flexibility. The findings also indicate that for Generation Z employees in Jakarta, the quality of social relationships in the workplace plays a more significant role than merely having flexible work arrangements.

These findings align with earlier research underscores that social support provide positive and significant impact on work-life balance (Khairunnisa & Nurdiansyah, 2025; Yusof et al., 2024; Nurfauzi & Suratman, 2023), while also enhancing the understanding that the strength of this connection is shaped by cultural context. Therefore, this study adds to the existing literature by illustrating that in collectivist work settings, social support can play a crucial role in sustaining work-life balance.

Furthermore, research indicates that flexibility in the workplace positively influences work-life balance ( $\beta = 0.235$ ). This indicates that having the ability to adjust working hours, work locations, and manage tasks helps individuals better meet their job responsibilities while addressing personal needs. Nevertheless, when compared to social support, the impact of work flexibility is less pronounced, implying that simply having flexible options may not be enough for achieving an ideal work-life balance, especially when there is a lack of a supportive social framework.

This finding reinforces the JD-R perspective that job resources do not operate independently but rather complement each other. Work flexibility becomes more effective when accompanied by strong social support. Without such support, flexibility may lead to role ambiguity and blurred boundaries between work and personal life (Boccoli et al., 2024), as reflected in the autonomy–control paradox. In this study, the positive effect of work flexibility suggests that its implementation remains within manageable limits, allowing employees to maintain control over both work and personal domains (Baum & Rau, 2024).

In summary, this research highlights that the work-life balance of Gen Z is influenced not just by job demands, but more significantly by the types and quality of job resources available. While workload poses limitations, social support and work flexibility enable better balance. However, these factors do not have the same level of impact, with social support being identified as the most significant factor overall.

## 5. CONCLUSION

This study reveals that workload imposes a significant negative influence, while social support and work flexibility have positive and significant effects on work–life balance among Generation Z employees in Jakarta. Among these variables, social support emerges as the most dominant predictor. The key insight of this study is that Generation Z employees tend to rely more on social resources than structural resources in maintaining work–life balance. However, the dominance of social support cannot be attributed solely to generational characteristics, as it is also shaped by Indonesia’s collectivistic cultural context. This points to cultural confounding that amplifies the association between social support and work-life balance.

Theoretically, this research broadens the use of the JD-R model by showing that the impact of job resources varies with context, suggesting that relational resources might have a greater effect than structural resources. Practically, businesses are advised to not only offer flexible working conditions but also to create a positive and cooperative workplace atmosphere.

This research has limitations due to its cross-sectional nature, which hinders strong causal conclusions, and its concentration on Jakarta, which could impact the ability to apply findings more broadly. Future studies should consider using longitudinal methods, widen the contexts studied, and add more variables to gain a deeper insight into work–life balance.

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