



STABILITY
Journal of Management & Business
Vol. 4 No.1 Years
<http://journal.upgris.ac.id/index.php/stability>



WORK-LIFE BALANCE AND ORGANIZATIONAL SUPPORT ON THE MENTAL HEALTH OF GENERATION Z EMPLOYEES.

Hasto Salehhamidzic¹, Arif Murti Rozamuri²,

Departement of Management, Faculty of Economics, Universitas Pertamina, DKI Jakarta, Indonesia
123.

Article Information

Article History:

Submission : Mei 2026

Accepted : Juni 2026

Published : Juli 2026

Keywords:

Generation Z;

Mental Health;

Organizational Support;

Work-Life Balance.

INDEXED IN

SINTA - Science and Technology Index
Dimensions
Google Scholar
ResearchGate
Garuda

Abstract

This study examines the effect of work-life balance and organizational support on the mental health of Generation Z employees in Indonesia. A quantitative approach was employed using Structural Equation Modeling with Partial Least Square (SEM-PLS). Data were collected through an online questionnaire using a Likert scale from 115 Generation Z employees in 2024. The analysis was conducted using SmartPLS software. The findings indicate that work-life balance has a positive and significant effect on mental health. In addition, organizational support also positively influences the mental health of Generation Z employees. This study extends the Job Demands–Resources (JD-R) model within a generational framework by simultaneously analyzing personal and structural resources. However, the generalizability of these findings is constrained by the limited sample size and specific geographical focus. These results provide practical implications for organizations to design supportive work environments that promote psychological well-being among Generation Z employees.

Correspondence Address : hsalehhamidzic@gmail.com

Institution Address : Jl. Teuku Nyak Arief, RT.7/RW.8, Grogol Sel., Kec. Kebayoran

Lama, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12220

E-mail: hsalehhamidzic@gmail.com

OPEN ACCESS

ISSN :2621-850X

E-ISSN : 2621-9565



Copyright (c) 2023

DOI : <http://dx.doi.org/10.26877/sq2n9041>

INTRODUCTION

Workplace environments are becoming increasingly complex, creating greater psychological pressures on employees. In recent years, empirical phenomena indicate a rising trend in mental health crises globally, characterized by escalating workplace anxiety, emotional burnout, and chronic stress. This phenomenon is highly visible among Generation Z employees, who frequently encounter modern transitional challenges, intensive technological saturation, and high performance expectations, making them more vulnerable to severe psychological strain. Consequently, specific personal and structural factors, such as individual work-life balance and employer-driven organizational support, have emerged as vital resources that directly influence and determine the stability of these young workers' psychological outcomes. Organizations are therefore required to pay closer attention not only to performance outcomes but also to employees' mental well-being. Global reports indicate that mental health issues such as anxiety and depression substantially affect productivity and contribute to absenteeism across various industries (World Health Organization, 2023). At the same time, the composition of the workforce is shifting, with younger employees—particularly Generation Z—forming a rapidly expanding segment of the labor market (International Labour Organization, 2022). This generation enters the workplace with different expectations, emphasizing flexibility, meaningful engagement, and psychological safety.

Unlike previous generations that were relatively more accustomed to hierarchical systems and extended working hours, Generation Z tends to prioritize balance and emotional stability. They are more sensitive to work environments that fail to accommodate their psychological needs. As a result, excessive job demands that are not supported by sufficient organizational resources may lead to heightened stress, emotional exhaustion, and deteriorating mental health conditions. Understanding the determinants of mental health among Generation Z employees is therefore crucial for sustaining long-term organizational effectiveness.

From a theoretical perspective, Work-Life Balance and Organizational Support can be positioned as job resources within the framework of the Job Demands–Resources (JD-R) model (Demerouti et al., 2001; Bakker & Demerouti, 2007). The JD-R model explains that adequate job resources play a protective role against psychological strain by helping individuals manage job demands effectively. Work-Life Balance reflects an individual's perceived equilibrium between professional responsibilities and personal life, while Organizational Support refers to employees' perceptions that the organization values their contributions and cares about their well-being. When these resources are present, employees are more likely to maintain positive mental conditions.

Although numerous studies have examined the relationship between work-life balance, organizational support, and employee well-being, inconsistencies remain regarding the strength of these relationships and the contexts in which they are tested. Much of the existing literature concentrates on broader employee groups or earlier generations, with limited focus on Generation Z employees in Indonesia. Moreover, empirical studies that simultaneously analyze both variables within a single structural framework remain relatively scarce. These limitations highlight the necessity for further investigation in a more specific generational and cultural context.

In response to these research gaps, this study analyzes the effects of Work-Life Balance and Organizational Support on the Mental Health of Generation Z employees in Indonesia using Structural Equation Modeling–Partial Least Squares (SEM-PLS). By focusing on an emerging workforce cohort, this research extends the application of the JD-R model within a generational

framework and offers practical recommendations for organizations aiming to cultivate psychologically healthy work environments for young employees.

LITERATURE REVIEW

Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) framework, originally proposed by Demerouti et al. (2001) and later refined by Bakker and Demerouti (2007), conceptualizes work environments as comprising two fundamental elements: job demands and job resources. Job demands encompass the physical, psychological, and organizational aspects of a job that require continuous effort and may lead to strain when excessive. In contrast, job resources represent supportive aspects of the work environment that facilitate goal attainment, mitigate the negative impact of job demands, and foster employees' development and well-being. Within the context of this research, Work-Life Balance and Organizational Support are conceptualized as essential job resources that contribute to the improvement of employees' Mental Health.

Work-Life Balance

Work-Life Balance describes an individual's capacity to regulate and align obligations across work and personal life spheres. It is not simply about allocating equal amounts of time to each domain, but rather about achieving a perceived sense of equilibrium that minimizes role conflict and psychological pressure. In contemporary organizational settings—particularly among younger employees—work-life balance has become a critical determinant of psychological well-being. Employees who believe that their professional responsibilities do not excessively intrude into their personal lives tend to demonstrate greater emotional stability and lower stress intensity. In contrast, persistent imbalance may result in burnout symptoms, decreased satisfaction, and mental exhaustion.

From the perspective of the Job Demands–Resources (JD-R) model, work-life balance can be viewed as both an individual and organizational resource that buffers the adverse effects of job demands. Maintaining a healthy balance supports recovery processes, strengthens psychological resilience, and helps sustain overall mental well-being.

Organizational Support

Organizational Support represents employees' perceptions of the extent to which their organization appreciates their efforts and demonstrates concern for their well-being. This concept goes beyond formal regulations or written policies, encompassing everyday experiences such as supervisor attention, acknowledgment of performance, fair treatment, and the availability of adequate support systems. When employees experience a high level of perceived support, they are more likely to feel valued, connected to the organization, and psychologically secure.

Viewed through a resource-oriented lens, organizational support serves as an important buffer against workplace stressors. A supportive organizational climate enhances confidence, minimizes ambiguity, and contributes to emotional balance. Conversely, insufficient perceived support can heighten stress levels and increase vulnerability to adverse mental health conditions.

Mental Health

Mental Health refers to a state in which individuals are capable of coping with stress, regulating their emotions, and performing daily responsibilities effectively. In organizational contexts, mental health plays a crucial role in sustaining employee performance, work engagement, and long-term organizational effectiveness. Deterioration in mental health may appear in the form of persistent stress, burnout symptoms, mood instability, and decreased focus, which ultimately hinder overall job performance.

From the perspective of the Job Demands–Resources (JD-R) framework, mental health is considered an outcome resulting from the dynamic balance between job demands and the resources available to employees. When resources such as work-life balance and perceived organizational support are adequately provided, individuals are more likely to sustain psychological well-being and resilience at work.

Hypothesis Development

Drawing upon the Job Demands–Resources (JD-R) model, job resources are assumed to function as protective factors that alleviate work-related strain and enhance employees' psychological conditions. In this study, Work-Life Balance and Organizational Support are conceptualized as key resources that may contribute positively to employees' mental well-being. Accordingly, the following hypotheses are proposed:

H1: Work-Life Balance positively influences Mental Health.

H2: Organizational Support positively influences Mental Health.

METHOD

This research applied a quantitative approach to investigate the relationships among Work-Life Balance, Organizational Support, and Mental Health of Generation Z employees in Indonesia. A quantitative design was considered appropriate because it enables the testing of proposed hypotheses through statistical analysis and structural modeling.

Primary data were gathered through an online survey administered via Google Forms. The respondents were determined using purposive sampling, focusing on individuals classified as Generation Z who are actively working. A total of 115 completed questionnaires met the research criteria and were included in the analysis. The data collection process was carried out in 2024 across several major urban regions in Indonesia, where Generation Z constitutes an increasingly significant portion of the workforce.

The measurement instrument comprised items adapted from previously validated scales representing Work-Life Balance, Organizational Support, and Mental Health constructs. Responses were assessed using a Likert-type scale ranging from strongly disagree to strongly agree. Before conducting hypothesis testing, the measurement model was examined to confirm its validity and reliability.

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4. This method was selected because of its capability to analyze complex relationships among latent variables and its robustness in situations involving relatively small sample sizes and non-normal data distributions. The analysis was conducted in two main phases. First, The data were

analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4. This method was selected because of its capability to analyze complex structural relationships among latent variables simultaneously and its high robustness in situations involving relatively small sample sizes (N=115) and non-normal data distributions. Furthermore, SEM-PLS is highly appropriate for this study as it focuses on predicting key target constructs and expanding the theoretical boundaries of the Job Demands-Resources (JD-R) model within a specific generational cohort. The analysis was conducted in two main phases. First, the outer model was evaluated to assess convergent validity, discriminant validity, and internal consistency reliability. Second, the inner model was examined to test the structural relationships among variables using path coefficients, t-values, and significance levels.

Operationally, Work-Life Balance refers to employees' perceived harmony between professional responsibilities and personal life roles. Organizational Support reflects employees' perceptions regarding the organization's recognition, concern, and appreciation of their contributions. Meanwhile, Mental Health represents an individual's psychological capacity to manage stress and maintain emotional stability within the work environment.

Tabel 1. Indicator

Variable	Definition	Indicators	Measurement Scale	Source
Work-Life Balance	The extent to which employees are able to balance work responsibilities and personal life roles.	Balance between work and personal life; Time management; Role conflict minimization; Satisfaction with work–life integration	5-point Likert Scale	Greenhaus & Allen (2011); Haar et al. (2014)
Organizational Support	Employees' perception of the degree to which the organization values their contributions and cares about their well-being.	Supervisor support; Recognition and appreciation; Fair treatment; Organizational concern for employee welfare	5-point Likert Scale	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)
Mental Health	Employees' psychological condition in managing stress, maintaining emotional stability, and	Stress management; Emotional stability; Psychological well-being;	5-point Likert Scale	WHO (2004)

functioning
effectively at
work. Positive work
functioning

Source: Developed by the author based on previous studies (2024).

RESULTS

Respondent Characteristics

The questionnaire was distributed through an online survey using Google Forms. A total of 115 respondents participated in this study. The respondents were selected based on specific criteria relevant to the research objectives.

The demographic characteristics analyzed in this study include gender and age. A detailed description of the respondents' characteristics is presented below :

Table 2. Respondent Characteristic according gender

Gender	Frequency	Percentage
Male	59	51,3%
Female	56	48,7%
Total	115	100

Source: Processed research data (2024)

The majority of respondents in this study were male, accounting for 51.3% (59 respondents), while female respondents represented 48.7% (56 respondents) of the total sample. This distribution indicates a relatively balanced gender composition among Generation Z employees participating in this study. A balanced gender proportion strengthens the representativeness of the data, allowing the findings to reflect perspectives from both male and female employees in examining the relationships between Work-Life Balance, Organizational Support, and Mental Health.

Table 3. Respondent Characteristic according the Age

Age	Frequency	Percentage
< 20 years old	8	7,%
20 – 22 tahun	44	38,3%
23 – 25 tahun	39	33,9%
26 – 28 tahun	24	20,9%
Total	115	100

Source: Processed research data (2024)

The majority of respondents were aged 20–22 years, representing 38.3% of the total sample. This was followed by respondents aged 23–25 years (33.9%), 26–28 years (20.9%), and those under 20 years old (7.0%). The age distribution indicates that most participants are in the early adulthood stage, which is commonly associated with career development and role adjustment in the workplace. This age composition aligns with the characteristics of Generation Z employees who are generally in the early phase of their professional careers and actively adapting to work demands and organizational environments.

Validity Test

Validity tests are used to determine the suitability of the items in a questionnaire in defining a variable. The results of the research that has been carried out obtained the following statistical analysis results:

Table 4.Validity Test Results

Variables	AVE	Description
Work-Life Balance (WLB)	0.781	Valid
Organizational Support (OS)	0.752	Valid
Mental Health (MH)	0.776	Valid

Source: Primary Data Processed using SmartPLS 4.0 (2026)

Based on table above, all constructs have an Average Variance Extracted (AVE) value greater than 0.50. Specifically, Work-Life Balance has an AVE of 0.781, Organizational Support 0.752, and Mental Health 0.776. These results indicate that each construct explains more than 50% of the variance of its indicators. Therefore, it can be concluded that all variables meet the criteria for convergent validity and are considered valid. An overview of each Cronbach's alpha variable is given in the table below:

Table 5. Reliability Test Results

Variables	Cronbach's Alpha	Caption
Work-Life Balance (WLB)	0,944	Reliable
Organizational Support (OS)	0,953	Reliable
Mental Health (MH)	0,959	Reliable

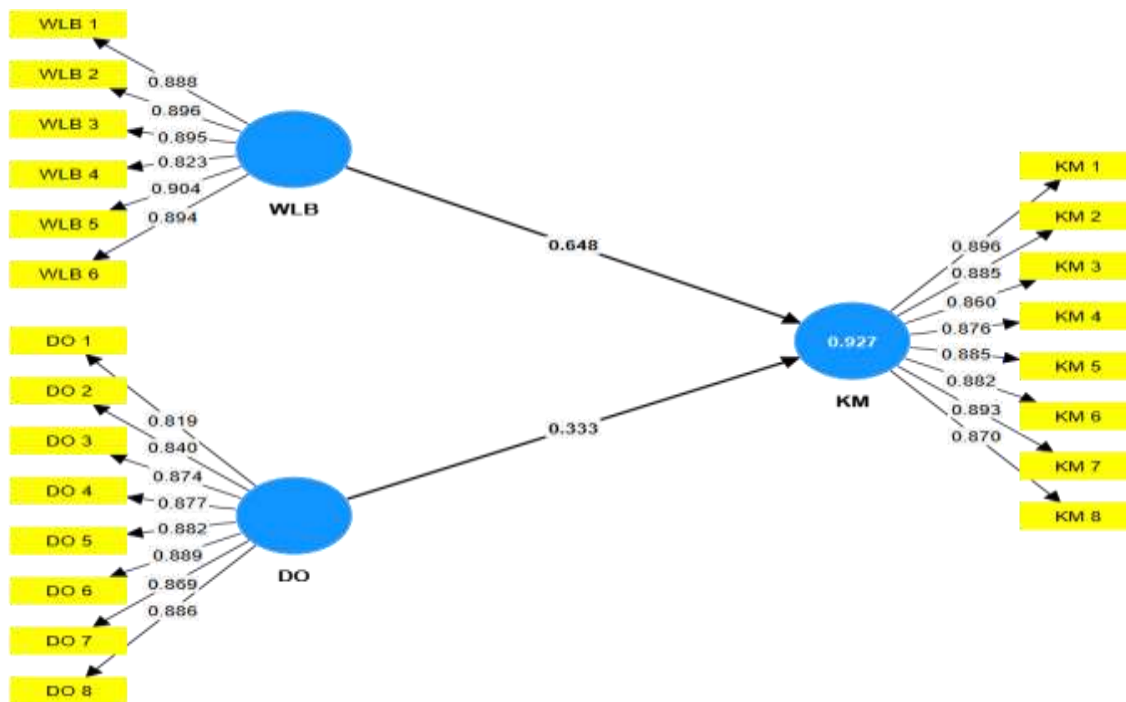
Source: Primary Data Processed using SmartPLS 4.0 (2026)

Reliability refers to the degree of stability and consistency of respondents in answering questionnaire items that represent the dimensions of a construct (Sujarweni, 2020). Reliability testing in PLS-SEM can be assessed using Cronbach's Alpha and Composite Reliability values. A construct is considered reliable if both values exceed the recommended threshold of 0.70.

Based on table above, all variables demonstrate Cronbach's Alpha and Composite Reliability values greater than 0.70. Specifically, Work-Life Balance shows values of 0.944 and 0.960, Organizational Support 0.953 and 0.960, and Mental Health 0.959 and 0.955, respectively. These results indicate a high level of internal consistency among the indicators used to measure each construct.

PATH ANALYSIS

Path coefficient or path coefficient test is a test used to show the strength of influence between exogenous and endogenous variables. The path coefficient test is seen from the P-Value value which must be less than (0.05) which indicates that the research hypothesis is accepted and has an impact between the variables that have been tested.

Figure 1. Bootstrapping**Table 6.** Path Coefficient Test Results (direct influence test)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
WLB-> KM	0.648	0.654	0.085	7.626	0.000
DO-> KM	0.333	0.327	0.089	3.744	0.000

Source: Primary Data processed using SmartPLS 4 (2025).

The path from Work-Life Balance to Mental Health is strong and statistically significant, with a high t-statistic (7.626) and a p-value of 0.000 (which is less than 0.05). This suggests that Work-Life Balance significantly influences Mental Health. The relationship from Organizational Support to Mental Health is also statistically significant, with a t-statistic of 3.744 and a p-value of 0.000. This indicates that Organizational Support significantly contributes to improving Mental Health in this study.

DISCUSSION

The results of this study indicate that Work-Life Balance and Organizational Support both have significant effects on Mental Health among Generation Z employees. Work-Life Balance shows a stronger and more dominant influence, as reflected by its higher path coefficient and effect size. This finding is consistent with the Job Demands–Resources (JD-R) Model, which explains that resources help individuals cope with job

demands and reduce psychological strain. Work-Life Balance functions as an important personal resource that enables employees to manage work responsibilities and personal life effectively, thereby minimizing stress and emotional exhaustion. In contrast, Organizational Support also contributes positively to Mental Health, aligning with Conservation of Resources (COR) Theory, which emphasizes the importance of external resources such as supervisor support, fairness, and recognition in protecting individuals from resource depletion. However, the smaller magnitude of its effect suggests that internal balance mechanisms play a more central role in shaping psychological well-being among Generation Z. In the Indonesian context, this generation tends to prioritize flexibility, autonomy, and personal well-being, making Work-Life Balance a critical determinant of mental health compared to organizational factors alone. These findings highlight the importance of both personal and organizational resources, while emphasizing that personal balance strategies remain the primary driver of mental well-being for young employees.

CONCLUSIONS AND SUGGESTIONS

This study aims to examine the influence of Work-Life Balance and Organizational Support on the Mental Health of Generation Z employees. The findings indicate that both variables significantly affect mental health. Work-Life Balance plays a more dominant role in influencing employees' psychological well-being, while Organizational Support also contributes positively in supporting mental stability in the workplace.

From a theoretical perspective, these findings support the Job Demands–Resources (JD-R) Model and Conservation of Resources (COR) Theory, which emphasize the importance of personal and organizational resources in maintaining psychological well-being. Work-Life Balance represents an essential personal resource that helps individuals manage job demands, while Organizational Support functions as an external resource that strengthens employees' resilience against work-related stress.

Practically, the results suggest that organizations employing Generation Z should prioritize policies that promote work-life balance, such as flexible working arrangements and manageable workloads, while also strengthening supportive organizational practices through leadership support, fair treatment, and recognition systems.

This study has several limitations. The research focuses only on Generation Z employees within a specific geographical area, which may limit the generalizability of the findings. Additionally, the study only examines two independent variables, whereas other potential factors influencing mental health were not included. Future research is encouraged to expand the scope of variables and sample coverage to provide a more comprehensive understanding of employee mental health dynamics.

REFERENCES

- Bakker, A. B. & Demerouti, E. 2007. The job demands-resources model: State of the art. *Journal of Managerial Psychology*. 22 (3): 309-328
- Demerouti, E., Bakker, A. B., Nachreiner, F. & Schaufeli, W. B. 2001. The job demands-resources model of burnout. *Journal of Applied Psychology*. 86 (3): 499-512
- Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology*. 71 (3): 500-507
- Greenhaus, J. H. & Allen, T. D. 2011. Work–family balance: A review and extension of the literature. In: Quick, J. C. & Tetrick, L. E (Eds). *Handbook of occupational health psychology*. Washington DC: American Psychological Association
- Haar, J. M., Russo, M., Suñe, A. & Ollier-Malaterre, A. 2014. Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*. 85 (3): 361-373
- Rhoades, L. & Eisenberger, R. 2002. Perceived organizational support: A review of the literature. *Journal of Applied Psychology*. 87 (4): 698-714
- Sujarweni, V. W. 2020. Metodologi penelitian bisnis dan ekonomi. Yogyakarta: Pustaka Baru Press
- World Health Organization. 2004. Promoting mental health: Concepts, emerging evidence, practice. Geneva: World Health Organization