

Jurnal Surya Pasca Scienta

Vol. XV No. 2 (2026) ISSN: 2774-5236, 2407-6648

<https://journal.universitassuryadarma.ac.id/index.php/jimspc>

The Effect of Work-Life Balance and Flexible Working on The Performance of Generation Z Employees

Sumpena^{1*}, Tateng Sukendar²

¹Management Study Program, Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia

²Electrical Engineering Study Program, Universitas Dirgantara Marsekal Suryadarma , Jakarta, Indonesia

*Corresponding Author: irsumpenamm@unsurya.ac.id

Article Info	Abstract
Article history: Received: October 9, 2026 Revised: October 9, 2026 Accepted: October 9, 2026 Keywords: Employee performance, Flexible working, Generation Z, Human Resource Management, Work-life balance DOI: https://doi.org/10.35968/jimspc.v15i2.2276	Changes in the work environment resulting from the development of digital technology have encouraged the emergence of more flexible work arrangements. Generation Z, as a workforce group that has grown up in a digital environment, possesses distinct characteristics and expectations regarding the workplace, including the need for work-life balance and flexibility in carrying out their work. This study aims to analyze the effects of work-life balance and flexible working on the performance of Generation Z employees. The study employs a quantitative approach using a survey method. The respondents were Generation Z employees working in organizations or companies that implement flexible work arrangements. Data were collected through a questionnaire using a five-point Likert scale and analyzed using multiple linear regression. Based on the illustrative analysis results, work-life balance has a positive and significant effect on employee performance. Flexible working also has a positive and significant effect on employee performance. Simultaneously, both variables have a significant effect on the performance of Generation Z employees. These findings indicate that organizations need to create a work environment that provides employees with sufficient opportunities to manage work and personal life demands while offering well-structured work flexibility. The implementation of such policies is expected to improve the productivity, job satisfaction, and performance of Generation Z employees.

INTRODUCTION

The development of digital technology has brought significant changes to organizational work patterns. Work systems that were previously conducted predominantly through conventional office-based arrangements have gradually evolved into more flexible work systems, such as *hybrid working*, *remote working*, and flexible working hours. These changes have become increasingly relevant with the growing participation of Generation Z in the workforce, as this generation is characterized by close familiarity with digital technology and tends to place greater emphasis on flexibility and balance between personal life and work.

One of the factors that may influence employee performance is *work-life balance*. Employees who are able to manage work and personal-life demands effectively tend to have conditions that better support productivity, concentration, and job satisfaction. Conversely, an imbalance between work and personal life may lead to stress, fatigue, and a decline in the quality of employee performance.

In addition to *work-life balance*, *flexible working* has become an approach widely adopted by organizations to provide employees with greater discretion in managing their working time and location. Such flexibility is expected to increase employee comfort and autonomy, thereby contributing positively to performance. However, flexibility that is not accompanied by clear rules, performance targets, and work boundaries may also result in blurred boundaries between work and personal life.

This issue is particularly important to examine among Generation Z employees because this group is increasingly entering the workforce while facing demands for productivity alongside a growing need for work flexibility. Therefore, it is necessary to determine whether *work-life balance* and *flexible working* actually influence the performance of Generation Z employees.

Based on these issues, this study formulates three main research questions: (1) does *work-life balance* affect the performance of Generation Z employees, (2) does *flexible working* affect the performance of Generation Z employees, and (3) do *work-life balance* and *flexible working* simultaneously affect the performance of Generation Z employees?

In line with these research questions, this study aims to analyze the effect of *work-life balance* on the performance of Generation Z employees, analyze the effect of *flexible working* on the performance of Generation Z employees, and analyze the simultaneous effect of both variables on the performance of Generation Z employees. The findings are expected to contribute to the development of human resource management, particularly in designing work systems that can support both productivity and the well-being of Generation Z employees.

HYPOTHESES DEVELOPMENT

The Effect of Work-Life Balance on Employee Performance

Work-life balance refers to employees' ability to balance work demands with personal life. Employees who maintain a good level of balance tend to manage their time and energy more effectively, enabling them to work with greater focus and productivity.

For Generation Z employees, the balance between work and personal life has become increasingly important because they tend to expect a work environment that is not solely focused on work but also provides sufficient space for personal life. Several previous studies have indicated that work-life balance can improve employee performance. However, research findings regarding this relationship among Generation Z employees remain mixed. Therefore, this study further examines the effect of work-life balance on the performance of Generation Z employees.

H1: Work-life balance has a positive and significant effect on the performance of Generation Z employees.

The Effect of Flexible Working on Employee Performance

Flexible working provides employees with greater discretion in managing their working time and location. Work arrangements such as hybrid working and remote working can help employees adapt their work to their personal needs and circumstances.

For Generation Z, work flexibility can provide greater comfort and autonomy in managing their work, which is expected to enhance productivity. Previous studies have also indicated that work flexibility is positively associated with work-life balance and employee performance. However, research specifically examining the effect of flexible working on the performance of Generation Z employees remains limited and requires further investigation. Therefore, this study examines this relationship.

H2: Flexible working has a positive and significant effect on the performance of Generation Z employees.

The Effect of Work-Life Balance and Flexible Working on Employee Performance

Work-life balance and flexible *working* have complementary relationships. Flexible working can help employees manage their time and work more effectively, while *work-life balance* enables employees to maintain an appropriate balance between work and personal life.

When employees have a good work-life balance and are provided with flexibility in performing their work, these conditions are expected to improve their focus, comfort, and productivity. Therefore, this study examines the simultaneous effect of both variables on the performance of Generation Z employees.

H3: Work-life balance and flexible working simultaneously have a positive and significant effect on the performance of Generation Z employees.

Conceptual Framework

Based on the preceding discussion, this study employs work-life *balance* and *flexible working* as the independent variables that are expected to influence the performance of Generation Z employees. *Work-life balance* is associated with employees' ability to maintain a balance between work and personal life, whereas *flexible working* refers to the degree of discretion employees have in determining their working time and location.

Both variables are expected to create a more comfortable and supportive work environment, thereby improving employee performance. The conceptual framework of this study illustrates the relationship between *work-life balance* and *flexible working* as independent variables and employee performance as the dependent variable.

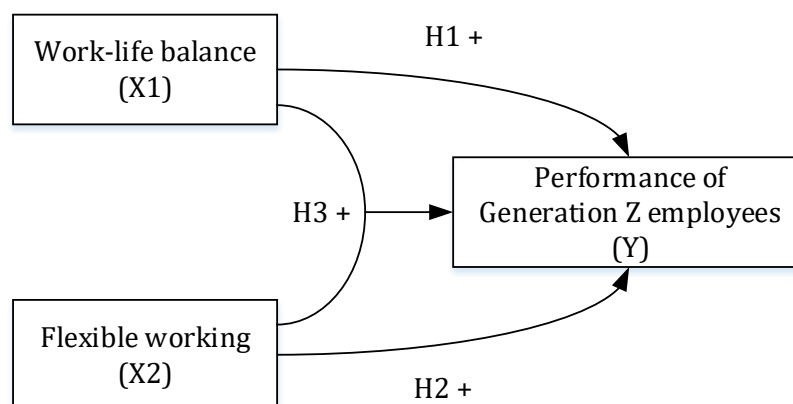


Figure 1. Conceptual Framework

METHODS

This study employs a quantitative approach using a survey method. The quantitative approach is used to examine the relationship and effects of *work-life balance* and *flexible working* on the performance of Generation Z employees. The population of this study consists of Generation Z employees working in companies or organizations that implement flexible work arrangements, including *remote working*, *hybrid working*, and other forms of work flexibility.

As part of the research design, the sample size is set at 100 respondents. The sampling technique used is *purposive sampling*, with the following criteria: Belong to the Generation Z cohort; Have been employed for at least 6 months; Work in an organization or company; Have experienced or are currently working under a flexible work arrangement.

Table 1. Operationalization of Variables

Variable	Indicators
Work-Life Balance (X1)	Time balance, involvement, satisfaction, management of work demands and personal-life demands
Flexible Working (X2)	Time flexibility, workplace flexibility, schedule flexibility, autonomy, and work adjustment
Employee Performance (Y)	Quality, quantity, timeliness, target achievement, effectiveness, and responsibility

RESULT AND DISCUSSION

The results show that work-life balance has a positive and significant effect on the performance of Generation Z employees. This indicates that the better employees are able to maintain a balance between work and personal life, the better their resulting performance tends to be. Furthermore, flexible working has a positive and significant effect on the performance of Generation Z employees. Flexibility in working time and location provides employees with greater discretion in managing their work, thereby improving comfort, productivity, and work achievement.

Simultaneously, work-life balance and flexible working have a positive and significant effect on the performance of Generation Z employees. Therefore, the implementation of a good work-life balance, supported by a flexible work system, can be an important factor in improving the performance of Generation Z employees.

Table 2. Distribution of Respondent Characteristics

CHARACTERISTIC	CATEGORY	FREQUENCY	PERCENTAGE
Gender	Male	48	48%
	Female	52	52%
Age	20–23 years	39	39%
	24–27 years	61	61%
Length of Service	< 2 years	43	43%
	≥ 2 years	57	57%
Work Arrangement	Hybrid	64	64%
	Remote/Flexible	36	36%
Total		100	100%

The reliability test results show that all variables have Cronbach's Alpha values above 0.70.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Description
Work-Life Balance	0.884	Reliable
Flexible Working	0.861	Reliable
Employee Performance	0.902	Reliable

These results indicate that the research instruments have good internal consistency and are reliable for measuring the variables examined in this study. The following table presents an example of the multiple linear regression results:

Table 4. Multiple Linear Regression Analysis

Variable	β Coefficient	t-value	Sig.
Constant	8.214	3.126	0.002
Work-Life Balance	0.421	5.274	0.000
Flexible Working	0.318	4.016	0.000

Based on the results presented in the table, the regression equation is:

$$Y = 8.214 + 0.421X_1 + 0.318X_2$$

The equation indicates that *work-life balance* has a positive regression coefficient of 0.421. This means that an increase in *work-life balance* tends to be associated with an increase in employee performance. Meanwhile, *flexible working* has a positive regression coefficient of 0.318. This indicates that an improvement in the quality of flexible working arrangements also tends to increase employee performance.

The significance value for *work-life balance* is $0.000 < 0.05$. Therefore, H1 is accepted. This means that *work-life balance* has a positive and significant effect on the performance of Generation Z employees. The significance value for *flexible working* is also $0.000 < 0.05$. Therefore, H2 is accepted. This indicates that *flexible working* has a positive and significant effect on the performance of Generation Z employees.

As an example, the analysis produces an F-value of 42.615 with a significance value of 0.000. Since the significance value is less than 0.05, H3 is accepted. Thus, *work-life balance* and *flexible working* simultaneously have a significant effect on the performance of Generation Z employees.

The analysis results show an R^2 value of 0.467. This means that *work-life balance* and *flexible working* jointly explain approximately 46.7% of the variation in employee performance, while the remaining 53.3% is explained by other factors that are not examined in this study.

The Effect of Work-Life Balance on the Performance of Generation Z Employees

The results show that *work-life balance* has a positive and significant effect on the performance of Generation Z employees. This finding indicates that the better employees are able to maintain a balance between work demands and personal life, the better their performance tends to be.

Work-life balance can reduce pressure arising from conflicts between work demands and personal needs. When employees have adequate opportunities to rest, engage in personal activities, and fulfill their social and family needs, they may experience better psychological well-being, which can support their ability to maintain optimal performance.

In the context of Generation Z, this balance is particularly relevant because work is not the only aspect of importance in their lives. Employees need a work environment that enables them to remain productive without having to sacrifice all of their personal time. Therefore, organizations

need to consider not only targets and productivity but also how these targets are achieved. Policies that place excessive emphasis on employees' constant availability may potentially lead to fatigue and reduce the quality of performance in the long term.

The Effect of Flexible Working on the Performance of Generation Z Employees

The results also show that *flexible working* has a positive and significant effect on the performance of Generation Z employees. Flexibility provides employees with greater opportunities to manage their working time and environment according to job requirements and individual circumstances.

Hybrid working arrangements or flexible working hours, for example, can reduce commuting time and provide employees with greater opportunities to manage their activities more efficiently. Flexibility can also increase employees' sense of autonomy, as they have greater discretion in determining how to accomplish their tasks.

However, flexible working must be supported by a clear management system. Organizations need to establish targets, performance indicators, communication schedules, and coordination mechanisms to ensure that flexibility does not result in decreased productivity. Therefore, *flexible working* is not merely about giving employees the freedom to work from anywhere. Rather, it is a work system that needs to be supported by appropriate technology, effective communication, leadership, and organizational culture.

The Effect of Work-Life Balance and Flexible Working on Employee Performance

The simultaneous test results indicate that *work-life balance* and *flexible working* jointly have a positive and significant effect on the performance of Generation Z employees. This finding demonstrates the relationship between employees' work-life balance and the work system implemented by the organization. Flexible working can serve as an instrument that helps employees achieve better *work-life balance*. When flexibility is appropriately implemented, employees can manage their time and energy more effectively.

However, flexibility without clear boundaries may blur the boundaries between work and personal life. Therefore, organizations need to implement the principle of *structured flexibility*, in which flexibility is accompanied by clear rules, targets, performance indicators, and communication boundaries. From a human resource management perspective, these findings indicate that strategies for maintaining and improving the performance of Generation Z employees cannot rely solely on compensation and supervision. Organizations also need to create a work experience that provides flexibility, trust, and balance.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

Based on the illustrative research findings, it can be concluded that *work-life balance* has a positive and significant effect on the performance of Generation Z employees. Employees who are able to maintain a balance between work and personal life tend to be better able to sustain their productivity and work quality.

Flexible working also has a positive and significant effect on the performance of Generation Z employees. Flexibility in working time, location, and work arrangements can increase employee autonomy and help employees manage their activities more effectively.

Simultaneously, *work-life balance* and *flexible working* have a significant effect on the performance of Generation Z employees. Therefore, organizations need to develop work systems that are flexible while remaining structured.

The practical implication of this study is that organizations may consider implementing *hybrid working*, flexible working hours, and policies governing communication outside working

hours. However, these policies should be accompanied by clear performance targets to ensure that flexibility does not reduce productivity.

Future research may incorporate additional variables such as *employee engagement*, *job satisfaction*, *organizational commitment*, *burnout*, *digital fatigue*, and *leadership style*. Including these variables may enable the research model to provide a more comprehensive explanation of the factors influencing Generation Z employee performance.

REFERENCES

- Az-Zahra, C., Purwana, D., & Suherdi. (2024). Flexible working arrangement on job performance mediated by work-life balance among employees. *Jurnal Pendidikan Ekonomi, Perkantoran, dan Akuntansi*, 5(1), 174–184. <https://doi.org/10.21009/jpepa.0501.17>
- Aysila, A. F., & Kusmaryani, R. E. (2025). Quality of work life as a predictor of work engagement in Generation Z employees. *Research Horizon*, 5(3). <https://doi.org/10.54518/rh.5.3.2025.585>
- Gombo, K. G. C., Djong, A. M. R., Faskahariyanto, K., & Nugroho, T. (2025). Pengaruh work-life balance dan produktivitas kerja terhadap kinerja karyawan Generasi Z PT Rumah Atsiri Indonesia dengan kepuasan kerja sebagai variabel intervening. *ProBank: Jurnal Ekonomi dan Perbankan*, 10(1).
- Harjanti, D., Harryman, E., Noerchoidah, & Rossitika, A. R. (2025). The influence of flexible working arrangement on employee performance with work life balance as a mediation. *Journal of Applied Management and Business*, 6(1). <https://doi.org/10.37802/jamb.v6i1.1034>
- Hasdiana, & Febryansyah, H. (2023). Work life balance on employee performance: Study case at Universitas Terbuka Jakarta. *Himalayan Journal of Economics and Business Management*, 4(2). <https://doi.org/10.47310/hjebm.2023.v04i02.111>
- Ismail, S. R., & Michael, F. L. (2025). Flexible work arrangements and employee performance: Unpacking the mediating role of work-life balance among employees. *Journal of Cognitive Sciences and Human Development*, 11(2), 73–93. <https://doi.org/10.33736/jcshd.8699.2025>
- Jamalulel, I., & Chang, C.-L. (2025). Work-life balance and career development: How job satisfaction mediates their impact on turnover intention among Indonesian Generation Z? *International Journal of Business and Society*, 26(3), 907–926. <https://doi.org/10.33736/ijbs.8302.2025>
- Khosyatillah, P. B., & Anggraeni, D. S. (2025). The impact of flexible working arrangements on work-life balance for Generation Z employees. *Jurnal Ar Ro'is Mandalika*, 6(2). <https://doi.org/10.59613/armada.v6i2.5668>
- Murdowo, D. A. W., Santoso, R. T. P. B., Komalasari, Y., & Nainggolan, G. (2026). The influence of work life balance and flexible work arrangement on employee performance with satisfaction as a mediation. *The Eastasouth Management and Business*, 4(2). <https://doi.org/10.58812/esmb.v4i02.890>
- Nurjanah, L., & Nababan, C. (2025). Pengaruh remote working, social support dan motivation terhadap work-life balance karyawan Gen Z di Batam. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi*, 9(3), 721–746. <https://doi.org/10.31955/mea.v9i3.6304>
- Pahlevi, M. R., Firdaus, Purwanto, E., Alim, M. R. S., & Fajri, A. (2026). The role of flexible work arrangement on employee performance Gen Z Indonesia through work engagement and psychology well-being. *International Journal of Management Science and Information Technology*, 6(2). <https://doi.org/10.35870/ijmsit.v6i2.8195>

- Pelealu, D. R. (2025). An exploration of work-life balance in Generation Z who have just entered the workforce. *International Journal of Enterprise Modelling*, 19(2), 131–138. <https://doi.org/10.35335/int.jo.emod.v19i2.136>
- Pradipta, D., Adzani, R. A., & Perkasa, D. H. (2025). The influence of work flexibility on job satisfaction and performance of Generation Z. *Journal of Applied Business Administration*, 9(1). <https://doi.org/10.30871/jaba.v9i1.9310>
- Rensiana, S., Wulandari, J., & Roni, M. (2024). Analysis of job characteristics, performance, and work life balance in Generation Z workers. *Indonesian Journal of Economics and Management*, 5(1), 39–49. <https://doi.org/10.35313/ijem.v5i1.6406>
- Safira, T. D., & Wahyuningsih, S. H. (2024). The mediating effect of work life balance in explaining the effect of flexible work arrangements and job satisfaction on employee performance. *Proceedings of the International Conference on Economics and Business (ICEB)*. <https://doi.org/10.4108/eai.2-8-2023.2341457>
- Salsabila, A., & Kurniawati, D. (2026). Pengaruh beban kerja, stress kerja, dan work-life balance terhadap kinerja karyawan Generasi Z di DKI Jakarta. *Jurnal Manajemen Pendidikan*, 14(2). <https://doi.org/10.33751/jmp.v14i02.183>
- Shofiyatunnisa, F. (2025). Effects of work-life balance and work environment on employee engagement among Generation Z in private companies. *Journal Research of Social Science, Economics, and Management*, 5(2), 2962–2970. <https://doi.org/10.59141/jrssem.v5i2.1011>
- Suhandi, L. C., & Gularso, K. (2024). The influence of use of technology, flexitime, and tele working on employee performance with work-life balance as a mediating variable. *Journal of Social Science*, 5(5).
- Vito, R. A., & Widigdo, A. M. N. (2026). Work-life balance among Generation Z: The role of workload, social support, and work flexibility. *Jurnal Doktor Manajemen*, 9(1), 95–106. <https://doi.org/10.22441/jdm.v9i1.38814>
- Wanasiri, Y., & Aryanto, R. (2025). Pengaruh work-life balance terhadap kinerja karyawan Generasi Z melalui kepuasan kerja sebagai variabel mediasi di Jakarta. *Journal of Emerging Business Management and Entrepreneurship Studies*, 5(2), 131–149. <https://doi.org/10.34149/jebmes.v5i2.282>
- William, A.-A., & Singh, K. (2024). The impact of work-life balance and flexible work arrangements on non-financial organisational performance. *International Social Science Journal*, 74, 1259–1279. <https://doi.org/10.1111/issj.12511>
- Widyatama, I. F. F. (2025). The impact of implementing flexible working arrangements on employee performance with work-life balance as a mediating variable at the Department of Manpower and Transmigration of West Java Province. *Proceeding of International Students Conference of Economics and Business Excellence*, 2(1).
- Wong, K. P., Teh, P.-L., & Chan, A. H. S. (2023). Seeing the forest and the trees: A scoping review of empirical research on work-life balance. *Sustainability*, 15(4), 2875.
- Vyas, L. (2022). “New normal” at work in a post-COVID world: Work-life balance and labor markets. *Policy and Society*, 41(1), 155–167.
- Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. *Journal of Management*, 37(1), 17–50. <https://doi.org/10.1177/0149206310382454>