

Work Life Balance and Psychological Well-Being among Generation Z Employees at PT X

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Abstract

This study aims to determine the relationship between work-life balance and psychological well-being among Generation Z employees at PT X. The background of this research stems from the phenomenon that many Gen Z employees experience low psychological well-being despite maintaining a relatively balanced work and personal life. This research employed a quantitative correlational method involving 120 Gen Z employees from the Quality Control (QC) division at PT X. Data were collected through online questionnaires using the Work-Life Balance Scale by Fisher et al. (2009) and Ryff's Psychological Well-Being Scale (1989). The results of the Spearman's rho correlation test revealed a significant negative relationship between work-life balance and psychological well-being ($r = -0.322$; $p < 0.05$). This indicates that a higher level of work-life balance is associated with lower psychological well-being, and vice versa. The findings suggest that achieving balance between work and personal life does not necessarily enhance psychological well-being without additional factors such as supportive work environments, social support, and opportunities for self-development. These results can serve as a reference for companies to design policies that promote the psychological well-being of Gen Z employees..

Keywords: *Work-Life Balance, Psychological Well-Being, Generation Z, Employee, PT X.*

INTRODUCTION

PT X is a company operating in the garment industry and has three main operational areas that play an important role not only in increasing production but also in shaping workforce dynamics (Wisdiawan et al., 2014). In the industrial sector, companies generally compete to attract high-quality employees. Amid this competition, many new entrants to the workforce come from Generation Z, namely individuals born between 1997 and 2012 who grew up in the digital era ((Putri, 2024). (Berkup, 2014) explains that Generation Z has interacted with technology since birth, making technology a highly influential aspect of their lives. According to (Jayatissa, 2023) Generation Z has a distinctive perspective in dealing with various issues. Growing up in an era of rapid technological development, they tend to think progressively when making important decisions. Stillman and Stillman, as cited in (Walden et al., 2022) state that Generation Z has emerged as a more realistic generation in terms of career planning and personal development, characterized by pragmatic thinking when preparing for the future. According to Hinduan, cited in (Priyana, 2023) although Generation Z grows alongside technology and is accustomed to using social media, these conditions nonetheless affect their psychological well-being. (Hanif & Widiyari, 2024) indicate that Generation Z is in urgent need of solutions to support psychological well-being, as they tend to experience relatively low levels of well-being due to various contributing factors. (Luthfiana, 2024) further emphasizes that companies need to ensure employees feel comfortable and experience psychological well-being in the workplace by implementing supportive policies and practices that help employees remain productive and contribute optimally. Meanwhile, the presence of PT X has generated various impacts on society, including benefits in improving welfare as well as challenges that require careful attention.

The researcher conducted interviews on June 4, 2025, with ten Generation Z employees at PT X. In carrying out their duties, employees face challenges amid increasing job demands. Interview results showed that eight employees reported relatively poor psychological well-being, reflected in behaviors such as frequent fatigue, low motivation to complete tasks, and a tendency

to withdraw from group activities. The interviews also revealed that employees often experienced confusion or had excessive questions regarding their tasks, even after explanations had been provided. In addition, employees expressed doubts about their own abilities and low self-confidence, leading to stagnation in developing their skills and a lack of long-term goals. Some employees also reported difficulties in interacting with colleagues. However, two employees indicated relatively good psychological well-being, demonstrated through positive behaviors such as enthusiasm at work, effective stress management, optimism, and self-confidence. These findings illustrate the phenomenon of psychological well-being issues among Generation Z employees at PT X.

Based on these phenomena, the researcher considers it important to examine psychological well-being. According to (Lasamahu & Huwae, 2022) psychological well-being is a crucial aspect reflecting employees' mental and emotional health in performing their roles and functions within an organization, enabling them to contribute positively to the company and build harmonious workplace relationships. (Todaga & Wijono, 2022) further argue that understanding psychological well-being is essential so that individuals can live calmly, happily, and cope effectively with various challenges, particularly when facing problems that may trigger stress.

Individuals with positive psychological well-being are those who possess healthy mental conditions, experience calmness without excessive anxiety, and are able to achieve happiness in life ((Zeike et al., 2019). (Ningrum & Mangundjaya, 2024) found that good employee psychological well-being contributes to a pleasant and conducive work environment, reflected in activities that enhance employee performance. Conversely, (Broberg et al., 2020) note that employees with low psychological well-being tend to experience decreased performance, difficulties in concentration, low self-confidence, and limited ability to optimally develop their potential. Declining psychological well-being may result from job insecurity, which can lead to workplace stress (Lisa et al., 2020). (Ayu & Mujasih, 2022) also report that employees with reduced psychological well-being tend to struggle with managing daily tasks, have limited work goals or targets, and feel unable to influence or improve their surrounding environment. They are also less aware of available opportunities and have limited control over external factors affecting their lives and work.

Psychological well-being is influenced by various factors that shape how individuals cope with daily life. (Dirfa & Prasetya, 2020) identify personality type as one factor influencing psychological well-being, noting that the five personality traits (the Big Five) contribute differently to dimensions of psychological well-being. (Sumakul & Ruata, 2020) further identify personality, occupation, and physical health and functioning as factors affecting psychological well-being. According to Ryff, as cited in (Mardlotillah & Fahmawati, 2023) factors influencing psychological well-being include age, gender, education level, and socio-cultural aspects, one of which is work life balance as a means of managing roles in work and family life, as well as marital status. Therefore, this study selects work life balance as a key factor due to its significant role in managing work and personal life demands that substantially affect psychological well-being. (Wicaksana & Asrunputri, 2020) define work life balance as the ability to manage time so that work responsibilities and personal life can be maintained in balance.

Research indicates a significant relationship between work life balance and psychological well-being. (Haryanti & Fauzan, 2024) found that job participation is influenced by employees' ability to balance job demands with personal and family interests and psychological well-being. In other words, the better this balance, the higher job satisfaction and the more positive one's mental and emotional condition. (Mardlotillah & Fahmawati, 2023) also found a significant relationship between work life balance and psychological well-being, suggesting that improvements in work life balance lead to increased psychological well-being. Similar findings were reported by (Grahani et al., 2021) and (Rahmi, 2021) who both identified significant relationships between work life balance and psychological well-being. Thus, when work life

balance is achieved, employees tend to experience greater life satisfaction, improved psychological well-being, and more harmonious family relationships. However, contrasting findings were reported by (Frisdayanti & Handoyo, 2021) whose analysis did not find a direct significant relationship between work life balance and psychological well-being, indicating that other factors may also influence psychological conditions.

Research examining Generation Z employees also highlights the importance of maintaining a balance between work demands and personal life. A study by (Muchtar, 2025) found that younger generations entering the workforce tend to prioritize flexibility, work life balance, and personal well-being more strongly than previous generations, reflecting changes in work values influenced by technological and social transformation. Similarly, (Wang et al., 2023) explain that imbalance between work demands and personal resources can lead to emotional exhaustion and decreased psychological well-being, particularly among younger employees who are still adapting to professional environments.

Another study conducted by (Demerouti & Bakker, 2023) through the Job Demands Resources framework demonstrates that excessive job demands combined with limited personal resources can negatively affect employees' mental health and overall well-being. Their findings indicate that supportive organizational conditions, including policies that encourage work life balance, can strengthen psychological well-being and improve employee engagement.

The uniqueness of this study lies in its specific focus on Generation Z, particularly in examining the relationship between work life balance and psychological well-being among employees from this generation. Unlike previous studies, such as (Mardlotillah & Fahmawati, 2023) which generally examined work life balance and psychological well-being among employees, this study aims to understand these aspects more specifically within the context of Generation Z employees. Through this research, it is expected that employees will gain a deeper understanding of work life balance and psychological well-being, which may vary across individuals. Additionally, the findings are expected to provide valuable considerations for companies in evaluating and managing their workforce.

RESEARCH METHODS

This study used a quantitative correlational research design to examine the relationship between work life balance and psychological well-being among Generation Z employees in the Quality Control (QC) division of PT X. Quantitative correlational research is defined as a method used to determine the degree of relationship between two or more variables without manipulating the variables being studied (John W. Creswell, 2012). The study population consisted of 120 Generation Z employees aged 17-28 years with a minimum working period of six months, and all members of the population were included as participants using a population study approach, which involves examining all members of a defined population when the size is relatively small and accessible (Sugiyono, 2022).

Work life balance was measured using the Work Life Balance Scale developed by (Hendra & Artha, 2023), consisting of 24 items across four dimensions, while psychological well-being was assessed using the Psychological Well-Being Scale developed by Carol D. Ryff (Garcia et al., 2020), which includes 42 items covering six dimensions of well-being. Both instruments used a four-point Likert scale ranging from strongly disagree to strongly agree. According to Likert scaling principles, this format allows researchers to measure attitudes or perceptions quantitatively and analyze them statistically.

The quality of the instruments was evaluated through several procedures. Content validity was assessed using expert judgment to ensure that the items appropriately represented the theoretical constructs being measured (Fadila & Wulandari, 2023). Reliability testing was

conducted using Cronbach's Alpha, which is commonly used to evaluate internal consistency of scale items. In addition, item discrimination analysis was performed using product moment correlation, where items with correlation coefficients of ≥ 0.30 were considered to have acceptable discriminative power in distinguishing between respondents with different levels of the measured construct (Edelsbrunner et al., 2025).

RESULTS AND DISCUSSION

Research Results

Quality of Research Instruments

Validity Testing

The validity test employed in this study was the expert judgment method. This method involves evaluations provided by experts in relevant fields to ensure that each item or question in the research instrument adequately represents the aspects or behaviors intended to be measured. In other words, experts assess whether the content of the instrument is appropriate and relevant to the research objectives (Sugiyono, 2014, as cited in (Slamet & Wahyuningsih, 2020).

Based on the results of the validity testing, all items in both the work life balance and psychological well-being scales were deemed valid, as each item was able to measure the constructs in accordance with the research objectives. Thus, both scales demonstrated good content validity, having met the criteria for research instrument assessment.

Reliability Testing

Based on the results presented in Table 1, the work life balance scale obtained a Cronbach's Alpha value of 0.937, while the psychological well-being scale yielded a value of 0.915. Both coefficients exceed 0.90, indicating that the two instruments possess very high levels of reliability.

Table 1. Reliability Test Results

Scale	Number of Items	Cronbach's Alpha
Work Life Balance (X)	18	.937
Psychological Well-Being (Y)	28	.915

Item Discrimination Analysis

The results of the item discrimination analysis indicated that, of the original 24 items in the work life balance scale, 18 items were retained, while 6 items were eliminated due to corrected item total correlation values below 0.30. The eliminated items on the work life balance scale were items 1, 12, 13, 19, 21, and 22.

Similarly, of the original 42 items on the psychological well-being scale, 28 items were retained and 14 items were removed because their corrected item total correlation values were below 0.30. The eliminated items on the psychological well-being scale were items 2, 3, 4, 5, 7, 9, 13, 16, 17, 21, 31, 33, 34, and 37.

Descriptive Statistical Results

Based on Table 2, the descriptive statistics show that the work life balance variable had a minimum score of 35, a maximum score of 82, and a mean of 60.03. Meanwhile, psychological well-being had a minimum score of 104, a maximum score of 250, and a mean of 192.50.

Table 2. Descriptive Statistics Results

Variable	N	Min.	Max.	Mean	Std. Deviation
Work Life Balance (X)	120	35	82	60.03	10.11
Psychological Well-Being (Y)	120	104	250	192.50	28.44

The participant data were subsequently processed and categorized into three groups: low, moderate, and high. Table 3 indicates that 15 Gen Z employees of PT X (12.5%) were classified

in the low work life balance category, 81 employees (67.5%) in the moderate category, and 24 employees (20%) in the high category.

Table 3. Categorization of Work Life Balance

Category	Frequency	Valid Percentage	Interval
Low	15	12.5%	35 < 49.92
Moderate	81	67.5%	49.92 ≤ X < 70.13
High	24	20%	70.13 ≤ 82
Total	120	100%	

Table 4 presents the categorization of psychological well-being into three groups: low, moderate, and high. The table shows that 17 Gen Z employees of PT X (14%) were classified in the low psychological well-being category, 81 employees (68%) in the moderate category, and 22 employees (18%) in the high category.

Table 4. Categorization of Psychological Well-Being

Category	Frequency	Valid Percentage	Interval
Low	17	14%	104 < 164.06
Moderate	81	68%	164.06 ≤ X < 220.94
High	22	18%	220.94 ≤ 250
Total	120	100%	

Assumption Testing Results

Normality Test

Based on the results of the normality test presented in Table 5, the work life balance variable obtained a significance value of 0.035, which is less than 0.05. This indicates that the work life balance data are not normally distributed. Meanwhile, the psychological well-being variable yielded a significance value of 0.244, which is greater than 0.05, indicating that the data for this variable are normally distributed.

Table 5. Normality Test Results

Variable	Kolmogrov-Smirnov	Sig. (p)
Work Life Balance (X)	.023	.035
Psychological Well-Being (Y)	.200	.244

Linearity Test

Based on the results presented in Table 6, the F value for linearity was 15.178 with a significance value of 0.000, which is less than 0.05. This indicates a significant linear relationship between work life balance and psychological well-being.

Table 6. Linearity Test Results

	F	Sig.
Linearity	15.178	.000
Deviation of Linearity	1.806	.014

Hypothesis Testing Results

Hypothesis testing in this study was conducted using Spearman's rho correlation analysis. Table 7 shows a correlation coefficient of -0.322 with a significance value of 0.000 ($p < 0.05$). These results indicate a significant negative relationship between work life balance and psychological well-being. This finding suggests that higher levels of work life balance are associated with lower levels of psychological well-being among Gen Z employees at PT X. Conversely, lower levels of work life balance are associated with higher levels of psychological well-being.

Table 7. Correlation Test Results

	Work-Life Balance	Correlation Coefficient	Work-Life Balance	Psychological Well-Being
Spearman's rho	Work-Life Balance	Correlation Coefficient	1.000	-.322**
		Sig. (1-tailed)	.	.000
		N	120	120

Psychological Well-Being	Correlation Coefficient	-.322**	1.000
	Sig. (1-tailed)	.000	.
	N	120	120

Discussion

The results of the hypothesis testing indicate a significant negative relationship between work life balance and psychological well-being among Generation Z employees in the Quality Control (QC) division at PT X, with a correlation coefficient of $r = -0.322$ and a significance value of $p = 0.000$ ($p < 0.05$). This finding suggests that the higher the level of work life balance perceived by employees, the lower their psychological well-being. This result is consistent with Gragnano, as cited (Saldivar, 2023) who argues that high job demands, even when balanced with sufficient personal time, may still reduce psychological well-being if not accompanied by social support and a positive work climate. Furthermore, Ryff, as cited in (Savitri et al., 2024) states that individuals with low psychological well-being tend to experience difficulties in self-acceptance, personal growth, purpose in life, environmental mastery, autonomy, and establishing positive relationships with others.

In addition to the quantitative findings, interviews with three employees at PT X also support these results. The first employee stated that work life balance experienced by employees is not fully aligned with their actual conditions, as job pressure and responsibilities in the QC division, which demand high levels of accuracy, can lead to feelings of burden despite having balanced working hours. The second employee revealed that although work life balance was perceived as good, psychological well-being declined due to monotonous work, a lack of recreational activities in the workplace, and limited family support. In contrast, (Sari & Nugroho, 2024) found a significant positive relationship between work life balance and psychological well-being, emphasizing that family support plays an important role in enhancing psychological well-being. Thus, a monotonous work environment and minimal recreational activities may create a rigid atmosphere, causing employees to experience emotional exhaustion even when working hours are balanced. Meanwhile, the third employee reported a decline in psychological well-being due to dissatisfaction with career development opportunities. Although work life balance was considered adequate, the absence of challenges or opportunities for growth led to feelings of boredom resulting from monotonous tasks. This finding is supported by (Savitri et al., 2024) who found that limited opportunities for self-development and monotonous work routines can reduce psychological well-being even when work life balance is high.

Moreover, the findings of this study are consistent with the research of (Fauziah et al., 2025) which indicates that employee psychological well-being tends to decline when life balance is not accompanied by strong social support in the workplace. This condition can be observed in the context of QC employees at PT X, where a monotonous work environment and high job demands may hinder the fulfillment of psychological well-being dimensions such as self-acceptance and environmental mastery, as described by Ryff as cited in (Savitri et al., 2024). This further supports the findings of (Savitri et al., 2024) who suggest that the psychological well-being of younger generations depends not only on working hours but also on opportunities for personal development and a pleasant work atmosphere.

Therefore, based on the above discussion, it can be concluded that the findings of this study are in line with those of (Frisdayanti & Handoyo, 2021) who reported that work life balance does not have a significant relationship with employees' psychological well-being. This suggests that psychological well-being is more strongly influenced by individuals' emotional regulation abilities than by life balance itself. One limitation of this study is that the data for one variable, namely work life balance, were not normally distributed. The study also has several limitations, including data collection conducted online and the involvement of only QC employees from a single company, which limits the generalizability of the findings. Therefore, future research is recommended to involve participants from various occupational fields to obtain broader and

more diverse results. Additionally, future researchers are advised to conduct direct, in-person data collection to ensure that employees complete the questionnaires with greater focus and accuracy, thereby improving data reliability.

CONCLUSION

The results of this study indicate a significant negative relationship between work life balance and psychological well-being among Generation Z employees in the Quality Control (QC) division at PT X. The Spearman correlation analysis showed a correlation coefficient of $r = -0.322$ with a significance value of $p = 0.000$ ($p < 0.05$), indicating a statistically significant negative relationship between the two variables. This finding suggests that higher levels of work life balance are associated with lower levels of psychological well-being among the participants.

Descriptive analysis further shows that most participants demonstrate a moderate level of psychological well-being, with 81 employees (68%) categorized as moderate, 22 employees (18%) as high, and 17 employees (14%) as low. Meanwhile, the majority of respondents also show a moderate level of work life balance, consisting of 81 employees (67.5%), followed by 24 employees (20%) in the high category and 15 employees (12.5%) in the low category. These findings indicate that although most employees perceive a relatively balanced work life condition, this balance does not necessarily correspond to higher psychological well-being.

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