



THE EFFECT OF WORK-LIFE BALANCE AND JOB STRESS ON THE EMPLOYEE WELL-BEING OF GENERATION Z IN TASIKMALAYA CITY

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Abstract. The purpose of this study is to determine the effect of Work-Life Balance and Job Stress on Employee Well-Being among Generation Z in Tasikmalaya City. The research method used is a quantitative approach with a survey method by distributing questionnaires to Generation Z employees in Tasikmalaya City. The type of data used is primary data. The sample in this study consists of 75 Generation Z employees in Tasikmalaya City. The data analysis technique used in this study is multiple linear regression. The results of the analysis show that work-life balance between work and personal life, the higher the level of employee well-being. Conversely, job stress does not have a significant effect on employee well-being, indicating that the level of work stress does not always directly affect employee well-being. These findings emphasize that employee well-being is more influenced by individual abilities in managing life balance, social support, and a positive work environment.

Keywords: Work-Life Balance; Job Stress; Employee Well-Being.

1. Introduction

Generation Z, defined as individuals born between 1997 and 2012, has now become the largest population group in Indonesia. According to data from the Badan Pusat Statistik (BPS) in 2025, the number of Generation Z individuals reached approximately 66.82 million people, or 23.48% of the total national population. However, this large number does not necessarily translate into an advantage, as generation Z also faces significant vulnerabilities in the workforce 49% of the total national unemployment rate as of February 2025 comes from this group. This indicates the need for special attention to generation Z, particularly regarding their work readiness and well-being in the workplace.

In the context of the modern work environment, the issue of employee well-being has become increasingly important. According to (Rizky & Sadida, 2019), employee well-being is an aspect of individual welfare derived from work and is strongly influenced by workplace conditions. Because well-being is a subjective concept, it consists of various dimension that shape how an employee's welfare is perceived. Generation Z tends to be more vulnerable to this issue because they face higher levels of mental pressure compared to previous generations. Data from the World Economic Forum (2021) revealed that 43% of generation Z members experience high stress levels, mostly caused by performance pressure, global economic uncertainty, and rapid changes in the world of work.

One of the major factors affecting employee well-being is work-life balance (WLB). According to Angelina Zega 2025, work-life balance is a condition in a balanced manner. A Deloitte report stated that 51% of generation Z consider long working hours to be the main cause of mental health disturbances. The imbalance between work and personal life can reduce motivation, decrease job satisfaction, and increase the risk of job stress. In addition, job stress itself is another key factor closely related to employee well-

being. Handoko (2001) in (Gusti Yuli Asih, Hardani Widhiastuti, 2018) defines stress as a state of tension that affects an individual's ability to cope with their environment. This definition emphasizes that stress affects not only physical aspects but also psychological condition and behavior patterns.

The phenomenon can be explained through Hobfoll's (1989) Conservation of Resources (COR) Theory, which states that individuals strive to acquire, maintain, and protect their resources such as time, energy, and social support. When these resources are threatened or lost due to high work pressure or demands, individuals tend to experience stress that negatively impacts their psychological well-being. Conversely, maintaining a balance between work and personal life can help employees preserve these resources, thereby enhancing workplace well-being. In line with this, the Job Demands-Resources (JD-R) Model developed by Demerouti et al. (2001) explains that every job consists of two key aspects: job demands and job resources. When job demands such as heavy workloads, time pressure, and stress are high but not balanced with sufficient resources such as social support, flexibility, and work-life balance, employee well-being decreases. On the other hand, adequate resources help individuals cope with work pressure more effectively and improve their overall well-being.

Several previous studies have shown that work-life balance influences employee well-being. Research by Angelina Zega & Asri Zone (2025) found that work-life balance positively affects the psychological well-being of generation Z employees but did not consider the role of job stress. Meanwhile, Putri Ayu Lestari (2024) revealed that work-life balance and job stress affect job satisfaction but did not directly examine employee well-being. Similarly, Ida Ayu Melda Anita Putri (2025) found that work-life balance has a positive effect on employee well-being, yet without including job stress as a variable.

Based on these findings, there remains a research gap, as few studies have simultaneously examined the influence of work-life balance and job stress on employee well-being, particularly among Generation Z employees in Tasikmalaya City. Therefore, this study aims to fill that gap and provide a more comprehensive understanding of the factors influencing the well-being of Generation Z employees.

The research is expected to provide contribution both managerially and theoretically. Theoretically, the research is expected to contribute to the development of science, particularly regarding the influence of work-life balance and job stress on organizational commitment, especially among Generation Z employee in Tasikmalaya City. In addition, this research is expected to strengthen the application of Conservation of Resources (COR) theory and the Job Demands-Resources (JD-R) model in the context of Generation Z. Managerially, this research is expected to be used by companies in Tasikmalaya City and other cities to create systems that support work-life balance and manage job stress, thereby enhancing employee well-being.

2. Research Method

This research was designed using a survey method with a quantitative approach. To achieve the research objectives, data and information regarding employee well-being were collected through a survey. The study employed a data collection method by distributing questionnaires to Generation Z employees in Tasikmalaya City, with data drawn from a sample of the population. The collected data were analyzed using SPSS (Statistical Product and Service Solution) version 30.0 for Windows.

The population in this study consists of all Generation Z workers employees in Tasikmalaya City, born between 1997 and 2012, who have entered the workforce. The

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researcher used purposive sampling to select individuals who met the research criteria: 1) both male and female employees. 2) employees aged 18-28 years. 3) those working in Tasikmalaya City.

Since the exact population size was unknown, the sample size was determined based on the requirements for multiple regression analysis. According to Tabachnick and Fidell (2007), the minimum recommended sample size for multiple regression can be calculated using the formula $N > 50 + 8(2) = 66$. Therefore, the 75 respondents used in this study met the minimum requirements for multiple regression analysis and were deemed adequate for the research.

The data were collected using a questionnaire with a 1-5 likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into four sections: respondent profile. Work-life balance, job stress, and employee well-being. The instrument and indicator used in this study were adapted from previous research. The work-life balance instrument was adapted from (Angelina Zega & Asri Zone, 2025) with 3 indicators, the job stress instrument was adapted from a study by (Nabilah & Ridwan, 2022) with 4 indicators, and the employee well-being instrument was adapted from a study by (Sabil, 2021) With 3 indicators.

3. Result and Discussion

Table 1. Processed Data Table

No	Type of Test	Variable	Results and Description
1	Normality Test	-	Asymp. Sig = 0.200 (> 0.05), indicating that the data are normally distributed.
2	Multicollinearity Test	Work Life Balance (X_1): Tolerance = 0.809, VIF = 1.236 Job Stress (X_2): Tolerance = 0.809, VIF = 1.236	No indication of multicollinearity.
3	Heteroscedasticity Test	Work Life Balance (X_1): Sig = 1.000 Job Stress (X_2): Sig = 1.000	No indication of heteroscedasticity.
4	Linearity Test	Work Life Balance (X_1), Job Stress (X_2), Employee Well-Being (Y)	Sig = 0.000 (< 0.05), indicating a linear and significant relationship.
5	Multiple Linear Regression	Work Life Balance (X_1), Job Stress (X_2), Employee Well-Being (Y)	The regression model is appropriate and has good predictive ability.
6	t-Test (Partial)	Work Life Balance (X_1): $t = 7.819$, Sig = 0.000 Job Stress (X_2): $t = 2.455$, Sig = 0.016	Work Life Balance has positive and significant effect on Employee Well-Being. Job Stress has negative and significant effect on Employee Well-Being.
7	F-Test (Simultaneous)	Work Life Balance (X_1), Job Stress (X_2), Employee Well-Being (Y)	$F = 31.138$, Sig = 0.000 (< 0.05), indicating a significant simultaneous effect.
8	Coefficient of Determination (R^2)	$R = 0.464$, Adjusted $R^2 = 0.449$	46.4% of the variation in Employee Well-Being is explained by Work Life Balance and Job Stress; the remaining 53.6% is explained by other factors.

Source: processed data

The results of the classical assumption tests indicate that the regression model meets the statistical feasibility requirements. The Asymp. Sig value in the normality test is 0.200 (> 0.05), indicating that the data are normally distributed. The tolerance value of 0.809 (> 0.10) and the VIF value of 1.236 (< 10) show that there is no multicollinearity between the variables Work Life Balance and Job Stress. Furthermore, the heteroscedasticity test results show significance values of 1.000 for both X_1 and X_2 (each > 0.05), indicating the

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absence of heteroscedasticity. The linearity test produced a significance value of 0.000 (< 0.05), suggesting a linear and significant relationship between Work Life Balance and Employee Well-Being.

Based on the results of the multiple linear regression analysis presented in the Model Summary and Coefficients tables, the regression equation is formulated as:

$$Y = 3.070 + 0.619X_1 + 0.231X_2$$

Where:

Y = Employee Well-Being (dependent variable)

X₁ = Work Life Balance

X₂ = Job Stress

Constant (a) = 3.070, b₁ = 0.619, b₂ = 0.231

The coefficient value of b₁ = 0.619 indicates that every one-unit increase in Work Life Balance is predicted to increase Employee Well-Being by 0.619 units, assuming other variables remain constant. The coefficient value of b₂ = 0.231 shows that every one-unit increase in Job Stress is predicted to increase Employee Well-Being by 0.231 units under the same assumption. Both variables show a statistically significant effect, with t-values of 7.819 (p < 0.001) for Work Life Balance and 2.455 (p = 0.016) for Job Stress.

The partial t-test results show that the t-value for the Work Life Balance variable (X₁) is 7.819 with a significance level of 0.000 (< 0.05), meaning that Work Life Balance has a positive and significant effect on Employee Well-Being. Meanwhile, the Job Stress variable (X₂) has a t-value of 2.455 with a significance level of 0.016 (< 0.05), indicating that Job Stress has a negative and significant effect on Employee Well-Being. The simultaneous F-test results show an F-value of 31.138 with a significance level of 0.000 (< 0.05). This finding demonstrates that Work Life Balance (X₁) and Job Stress (X₂) jointly have a significant effect on Employee Well-Being (Y).

The coefficient of determination (R²) shows an R value of 0.464 and an Adjusted R Square of 0.449. This means that 46.4% of the variation in Employee Well-Being can be explained by Work Life Balance and Job Stress, while the remaining 53.6% is explained by other factors not included in the model, such as work motivation, social support, or work environment. The relatively high R² value suggests that the regression model has good explanatory power in describing the relationships among the variables in this study.

Respondent Profile

Based on the results of the questionnaire distributed to 75 Generation Z workers in Tasikmalaya City, a general overview of the respondents characteristics was obtained. The data were categorized by gender, age, employment status, and length of employment status, and length of employment. In terms of gender, the majority of respondents were female, accounting for 53.7%, while male respondent made up 46.7%. Based on age group, most Generation Z employees in Tasikmalaya City were between 25-28 years old, totaling 44 respondents (58.67%). Meanwhile, 30 respondents (40%) were aged 19-24 years, and only 1 respondent (1.33%) fell within the 13-18 years age range. When viewed from employment status, respondents with freelance status dominated, totaling 18 respondents (49.3%), followed by contract employees with 20 respondents (26.7%), and permanent employees with 37 respondents (24%). In terms of length of employment, 14 respondents (18.7%) had worked for less than one year, 41 respondents (54.7%) had worked for 1-3 years, and 20 respondents (26.7%) had worked for more than three years.

Validity and Reliability Test Result

Based on the results of the validity test, all statement items for the variables work-life balance, Job stress, and employee well-being have significance values below 0.05 and correlation coefficients (r-count) greater than the r-table value (0.227), with a positive correlation direction. This indicates that each item is significantly correlated with the total score of its respective variable. Therefore, all items in the questionnaire are declared valid and can be used to measure the research variables accurately and consistently.

Based on the results of the reliability test using SPSS version 30.0 for Windows on the 18 statement items used in this study, the Cronbach's alpha value obtained was 0.597. This value indicates that the research instrument has an acceptable level of internal consistency reliability, as it is close to the minimum reliability threshold of 0.60. Thus, the research instrument can still be considered reliable and suitable for use in measuring the research variables.

The effect of Work-Life Balance on Employee Well-Being

The results of the study show that work-life balance has a significant effect on employee well-being. This indicates that the better employees are able to balance their work and personal lives, the higher their level of well-being at work. These findings support previous research by (Angelina Zega & Asri Zone, 2025) which states that work-life balance positively affects the psychological well-being of generation Z employees. Similarly, research by (Ida Ayu Melda Anita Putri, 2025) also support these findings by concluding that work-life balance improves **employee** well-being. These findings support the theory that work-life balance is one of the key factors influencing individuals psychological, emotional, and social well-being in the workplace. When employees are able to manage their time and responsibilities between work and personal life effectively, they experience lower stress levels, higher life satisfaction, and greater work motivation.

This result is consistent with previous studies stating that work-life balance has a positive relationship with employee well-being. Employees who can balance work time with personal, family, and social activities tend to feel happier, more enthusiastic, and experience lower levels of work fatigue (burnout). Conversely, an imbalance between work and personal life often leads to stress, decreased mental health, and an overall decline in well-being.

The Effect of Job Stress on Employee Well-Being

Based on the data analysis, it was found that job stress does not have a significant effect on employee well-being. This indicates that the level of work-related stress experienced by employees does not directly affect their overall well-being. In other words, even though some employees may face certain pressures or workloads, these do not necessarily have a tangible impact on their well-being.

This findings is consistent with research by (Putri Ayu Lestari, 2024) which shows that job stress does not always have a direct effect on well-being, but can be mediated by other factors such as job satisfaction or social support. The result suggests that other factors beyond job stress are likely to play a more dominant role in shaping employee well-being such as social support from colleagues and supervisors, job satisfaction, work environment condition, and individual stress management abilities. Employees with good coping mechanisms may still be able to maintain their emotional and psychological well-being despite experiencing work pressure. The finding is also consistent with several

previous studies indicating that the effect of job stress on employee well-being is not always direct, but can be mediated by other factors such as job satisfaction, social support, or resilience. The means that job stress does not automatically reduce well-being if the individual possesses adequate psychological resilience and social support.

The Effect of Work-Life Balance and Job Stress on Employee Well-Being

From the result of multiple regression analysis, the obtained R value is 0.681, indicating a strong relationship between work-life balance and job stress simultaneously on employee well-being. The coefficient of determination (R Square) value of 0.464 shows that 46.4% of the variation in employee well-being can be explained by the two independent variables, while the remaining 53.6% is influenced by other factors outside this research model. The Adjusted R Square value of 0.449 indicates that, after adjusting for the number of variables and sample size, the relationship remains strong and stable.

Furthermore, based on the ANOVA (F-test) results, the F-value obtained is 31.138 with a significance value (Sig.) of 0.000 (< 0.05). This means that the regression model involving work-life balance (X1) and Job Stress (X2) jointly has a significant effect on employee well-being (Y). Therefore, it can be concluded that simultaneously, work-life balance and job stress have a significant and fairly strong effect on employee well-being among Generation Z employees in Tasikmalaya City.

4. Conclusion and Recommendation

Based on the research findings described, it can be concluded that work-life balance has a significant impact on employee well-being. This indicates that maintaining a balance between work and personal life is a crucial element in enhancing employee welfare. Employees who achieve a good work-life balance tend to be happier, more motivated, and experience lower levels of stress and burnout. The findings is consistent with previous research by (Angelina Zega & Asri Zone, 2025) which states that work-life balance positively affects the psychological well-being of generation z employees.

On the other hand, the research findings show that job stress does not have a significant impact on employee well-being. In other words, the stress experienced by employees in the workplace does not necessarily affect their well-being directly. Other aspect such us social support, job satisfaction, work environment conditions, and individual coping abilities play a more significant role in determining employee well-being. Therefore, employee well-being is not solely influenced by the absence of job stress but also by the ability of both the organization and individuals to create and a supportive work environment. This is support by the findings of (Nabilah & Ridwan, 2022) , which show that job stress has a significant negative impact on other aspects in this case, the aspect tested was employee performance. This employee performance serves as an indirect indicator of declining employee well-being.

Based on these results, it is recommended that companies formulate policies and workplace cultures that support a balance between work and personal life, such as implementing flexible working hours, providing reasonable workloads, and organizing activities that promote employees mental and social well-being. Human resource management should also strengthen social support systems in the workplace through honest communication between leaders and employees, as well as implementing stress management training programs to help staff cope with work pressure more effectively. For employees, it is important to enhance their understanding of work-life balance and to

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adopt healthy stress management strategies, such as exercising, engaging in recreational activities, and maintaining good social relationships.

Future researchers are encouraged to explore other variables that may mediate or moderate the relationship between job stress and employee well-being, such as job satisfaction, social support, or psychological resilience, in order to provide a deeper understanding of the factors influencing employee well-being.

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