



**FOSTERING PRODUCTIVITY: THE INTERPLAY OF WORK-LIFE
HARMONY AND SOCIAL SUPPORT IN GENERATION Z**

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The given study investigates the impact of work-life harmony on productivity among Generation Z employees and further discusses whether this relationship is moderated by social support. The general objectives of this research are to investigate the influence of work-life harmony on productivity and to examine the influence of social support on such a relationship. A quantitative approach was followed; hence, the data collected from 150 respondents in Bali Province were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings reveal that work-life harmony significantly enhances productivity, thereby confirming the first hypothesis. Furthermore, social support from family, friends, and colleagues also positively moderates both work-life harmony and productivity, thus confirming the second hypothesis. These findings bring to the fore the necessity of recognizing that both work-life harmony and social support are interlinked issues within an organizational setup. Alive to policies that allow flexibility in working and social environments that are supportive, better well-being and performance of the employees in Generation Z can be enabled. This study, therefore, provides important lessons that will be useful for human resource strategies seeking to navigate effectively the dynamic work landscape today.

Keywords: Work-life harmony, Generation Z, Productivity, Social support, Employee well-being

A. INTRODUCTION

The transformation of industries that integrates humans and technology requires organizations to continually innovate to face volatile, uncertain, complex, and ambiguous challenges (Sakitri, 2021). Generation Z, often referred to as Gen Z or Zoomers, consists of individuals born between 1997 and 2012 (Sekar Arum et al., 2023). Gen Z is now entering the workforce and bringing unique values and preferences. As the first generation to grow up in the digital era (Sawitri, 2021), they prioritize flexibility, freedom, and the integration of professional and personal life. For Generation Z, achieving work-life harmony is not just a desire but a fundamental need (Saragih et al., 2024). They want to feel connected to their work without sacrificing their social life and other personal activities. Unlike previous generations that may prioritize careers above all else, many Gen Z individuals, due to the COVID-19 quarantine, have spent more time at home, strengthening their relationships with family (Yoanita, 2022). This situation has made them value the presence of their parents and the importance of family relationships more.

Problems are common challenges that everyone faces, arising from various situations and changes in individual development, with each developmental stage having tasks that must be accomplished (Elvika & Tanjung, 2023). Generation Z is characterized by notable anxiety regarding various aspects of life, triggered by rapid social and economic changes (Zaman, 2024). Amid efforts to achieve a harmony between work and personal life, Generation Z faces significant challenges related to technological development. The increasing use of technology often blurs the lines between work and personal life. Technology that supports flexible work arrangements can make Generation Z employees stay connected to their jobs outside of work hours, which can disrupt the harmony between professional and personal aspects if not managed well (Arditya Afrizal Mahardika et al., 2022). This situation has the potential to increase stress and fatigue. If companies do not implement effective policies to support work-life harmony, the negative impact on employee well-being can be substantial (Foanto et al., 2020). That's probably because work-life harmony to this generation is about managing time,

but also about support and flexibility that companies give to help them navigate these challenges.

Work-life harmony is believed to improve work productivity (Yahya, 2021). Employees who feel that their lives are harmony in respect to the demands of work and personal life become focused, motivated, and less burned out (Wulansari, 2023). Previous research has also indicated that an imharmony in life may lead to low performance, increased levels of stress, and low levels of employee engagement (Ramadhani et al., 2023). This is particularly relevant for Generation Z, who have high expectations of companies in terms of providing that flexibility and harmony. However, one crucial aspect often overlooked in studies regarding work-life harmony is social support (Nurhabiba, 2020).

Social support from family, friends, and the work environment significantly impacts an individual's ability to achieve life harmony (Ibda, 2023). Social networks play a very influential role among members of Generation Z, directly and through digital platforms. Therefore, they need support from the environment. The support can be in the form of understanding supervisors who give flexibility, colleagues who can cooperate and provide solidarity, and family and friends who can provide emotional support. With social support, Generation Z can harmony the demands of working and personal needs more easily, which positively influences work productivity (Putri et al., 2024). However, regardless of this explicit relevance, very little research has positioned social support as a moderating variable in the relationship between work-life harmony and productivity.

This paper consequently tries to fill this gap by testing the role that could be played by social support as a moderating variable in the relationship between work-life harmony and productivity across Generation Z employees. The research gap is a lack of in-depth study of the moderation performed by social support in Generation Z, who are largely dependent on social interaction and support to achieve their professional and personal goals. While past research placed greater emphasis on internal factors such as self-motivation and individual skills, the present study brings to the fore the external influence of social support, perhaps more telling for Generation Z.

From the perspective of novelty, this study contributes new insights by positioning social support as a key factor moderating the relationship between work-life harmony and productivity in the context of Generation Z in Indonesia. The current study brings a fresh perspective into determining how support from social environments, comprising colleagues, supervisors, and family, may facilitate the struggles of Generation Z workers pertaining to work-life harmony. These findings are likely to contribute significantly to the input required by companies for formulating policies that will accommodate the well-being and productivity of Generation Z workers. The present study will test how work-life harmony influences the productivity of Generation Z employees, focusing on the perceived social support that acts as a moderator in this relationship.

The following illustrates the relationship of variables in this study: Work-Life Harmony, Social Environment, and Productivity. It was assumed that Work-Life Harmony would directly affect productivity, with the Social Environment acting as the moderating variable, which will strengthen or weaken the influence of Work-Life Harmony on productivity.

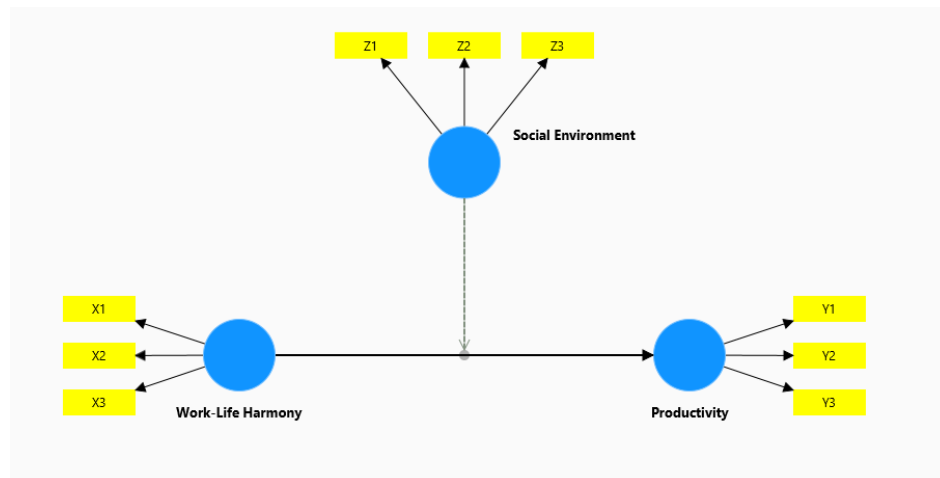


Figure 1. Flowchart relationship of the variables

Recently, work-life harmony has become a significant issue in human resource management, especially when a new workforce generation is beginning to be involved in the industry. It is a generation with a set of values and different expectations from life. For that reason, harmony between work and personal life is a basic requirement. Research by (Lintong et al., 2023) has confirmed that people who can maintain a good harmony between their work and personal life are normally more focused, motivated, and productive. In that regard, it can be assumed that work-life harmony and the productivity of Generation Z employees are positively correlated.

Hypothesis 1 (H1): Significant positive impact of work-life harmony on productivity is important in Generation Z employees.

Social support, both from the family, friends, and colleagues, will be helpful to enable Generation Z to create a better life harmony. Social support in conjunction with work-life harmony will further improve productivity by bringing a sense of security and giving extra motivation to employees in attaining that harmony. It is supported by research from (Thalib, 2021). Therefore, it may be assumed that social support moderates the relationship between work-life harmony and the productivity of Generation Z employees.

Hypothesis 2: Social support moderates the work-life harmony and productivity of Generation Z employees.

B. RESEARCH METHOD

This research was conducted in Bali Province by putting emphasis on how Generation Z is already at work. To date, the understanding of work-life harmony and how the social environment affects Generation Z's productivity in Bali is becoming very important. It focuses on Generation Z because, in comparison with past generations, they bring different values and preferences into the workplace, such as increased flexibility, life harmony, and social connectedness. Indeed, growing up in the digital era has shaped how Gen Z manages time between work and personal life.

Data collection is done through a quantitative approach, where questionnaires will be distributed to employed respondents from Gen Z. The information data used in this study came from primary data. The population targeted in this research was working Gen Z in Bali Province, with a total of 613,157 SMEs registered. In this case, sample selection was carried out using random purposive sampling, where 150 respondents in total were selected. The

target sample consists of those individuals who have an idea of work-life harmony and are an active participant in their social work environment, providing relevant insights into the research variables.

The relevant variables that were measured with the questionnaire include work-life harmony, social environment, and productivity. For all variables, the measurement through the Likert scale was utilized. Likert scale when used to measure attitude is usually presented in a standard format with a series of statements where the individual is asked to indicate agreement or disagreement by such choices as strongly agree, agree, neutral, disagree or strongly disagree (Albaum, 1997). These questions were used to assess the perception and attitude of Generation Z towards work-life harmony, social support in the workplace, and their consequences on productivity.

The analysis of data in this study employed Partial Least Squares Structural Equation Modelling version 4.0. The PLS-SEM is a more recent, advanced statistical capability and thus appropriate to analyze the often complex relationships among variables in social science research. This method enables the examination of both measurement and structural models simultaneously and is appropriate for assessing the relationships between work-life harmony, social environment, and productivity of Bali Generation Z workers.

C. RESEARCH RESULTS AND DISCUSSION

Reliability and Validity Test

From Table 1, through the above output, it can be seen that the AVE for all the variables is greater than 0.5; hence, all indicators have a legitimate convergence to form their respective variables. Furthermore, there were also the values of Cronbach's Alpha and CR, which came to be more than 0.6 for each variable. It can be said that all the study's variables and their items are meeting the requirements on validity and reliability to measure the variables.

Table 1. Construct Reliability and Validity.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Productivity	0.943	0.952	0.964	0.899
Social Environment	0.911	0.98	0.943	0.848
Work-Life Harmony	0.627	0.656	0.624	0.557

Goodness of Fit

From Table 2, for the combined work life harmony that impact productivity R-squared value stands at 0.855, with an adjusted R-squared is 0.85. That indicates that 85.0 % of productivity can be explained by the exogenous variables work life harmony. Whereas the adjusted R-square is over 33%, financial literacy has a significant influence on the investment decision.

Table 2. R-Square

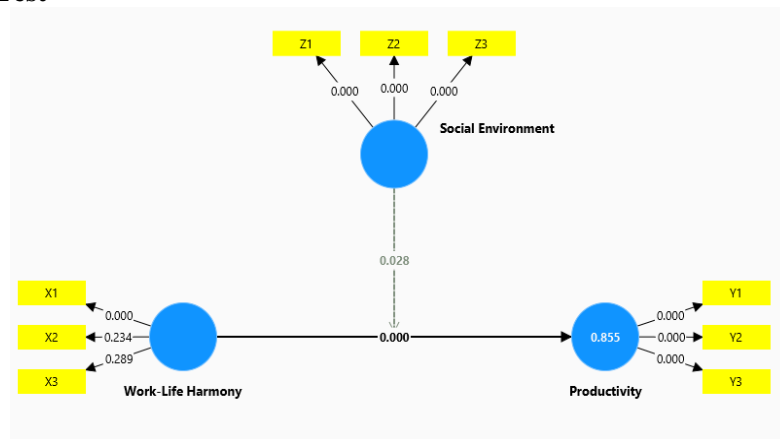
	R-square	R-square adjusted
Productivity	0.855	0.85

Direct Effects Analysis

From table 3, we can be observed that the coefficient for the direct effect of work life harmony on productivity is 0.956; this means that a work life harmony increasing by one unit will increase the productivity by 95.6%. This effect is positive.

Table 3. Path Coefficients

	Productivity
Work-Life Harmony	0.956

Hypothesis Test**Figure 2.** Structural Equation Model Testing

From table 5, we can read the results:

1. The Effect of Work Life Harmony on Productivity (0.000): Work Life Harmony has a positive and significant effect on productivity because its effect is 0.956. Therefore, when the work life is harmony, it will enhance the productivity and vice versa. H1 is accepted.
2. Social Environment as Moderator to the relationship between Work Life Harmony on Productivity (0.028): The social environment seems to be positive and significant to act as moderator in the effect of Work Life Harmony on Productivity, which is 0.054. H2 is accepted.

Table 4. Regression Weight Structural Equational Model.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
Work-Life Harmony -> Productivity	0.956	0.978	0.054	17.787	0.000
Social Environment x Work-Life Harmony -> Productivity	0.904	0.092	0.047	2.197	0.028

Discussion

The results of the study create many clear implications on the relationship between work-life harmony and the productivity of employees from Generation Z in Bali.

Work-Life Harmony and Productivity

Analysis showed that the effect of work-life harmony on productivity is high with an effect size of 0.956, $p < 0.001$. Therefore, an improvement in the proper harmony of professional and personal life for employees has resulted in significant evidence to their increase in productiveness. The outcome confirms previous research showing that work-personal life harmony tends to be characterized by individuals who are more focused, motivated, and less likely to experience burnout, as reflected in (Lintong et al., 2023).

The results of achieving work-life harmony are overwhelming for any organization, especially in industries prone to the intrusion of technology and flexible working conditions, aligning with the findings of research by (Lasmi et al., 2024). Organizations that recognize and provide an environment to maintain work-life harmony will receive increased productivity from the employees. This also calls for the organization to formulate and implement policies to help employees achieve a work-life harmony since it will make some sense in gaining and sustaining talent from the Generation Z workforce, who are increasingly influential.

Social Environment as a Moderator

Results also show that the social environment significantly moderates the relationship between work-life harmony and productivity, with a medium effect size of 0.054 ($p = 0.028$). The result underlines the role of the support system from the outside-which includes family, friends, and colleagues-in enabling an effective work-life harmony. That is, the presence of a supportive social environment can strengthen the effects of work-life harmony on productivity.

This finding is very relevant to Generation Z, who were described by (Putri et al., 2024) as depending more intensely on social relationships for the accomplishment of both professional and personal goals than other generations do. Such supportive networks can provide emotional support, enhance motivation, and even extend to practical assistance at times, hence enabling individuals to cope more effectively with the demands arising from work-life harmony (Nurhabiba, 2020).

Hence, organizations can consider focusing on building a supportive team environment. Encouraging social interaction amongst colleagues, guided mentorship programs, and even

opening up opportunities for communication in the workplace provide an apt social environment to help employees harmony work and personal life, thereby increasing their productivity.

D. CONCLUSION

These findings are great evidence supporting the essential role of work-life harmony in productivity enhancement for Generation Z employees and illuminating how the social environment moderates this role. In view of the fact that the effect of work-life harmony on productivity is positive and significant, coupled with a statistically significant social support moderation effect, organizations have to take a more holistic approach to these elements and create an enabling culture at work that is supportive. Flexibility-enabling policies and in-work social networks have the potential to help organizations address Generation Z employees' challenges in balancing professional and personal life. This approach not only meets the basic expectations of the new emerging workforce but contributes to the improvement of employees' well-being and, further, better performance that adds to organizational success within highly competitive environments. The study effectively answers the research objectives by showing that work-life harmony and social support in the workplace are highly valued, and its results provide the necessary input to the human resource strategy in the effort to attract and retain Generation Z talent.

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