



## **The Effect of Work-Life Balance on Employee Mental Health, the Role of Resilience Mediation and the Role of Moderating Organizational Support in Generation Z Employees**

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### **Abstract**

A study was conducted to determine how work-life balance affects mental health in generation z employees and has relicensing regulations as variable mediation and organizational support regulations as moderation variables. Using a quantitative approach using data collection methods, the subjects of this study were Generation Z employees who are currently employed, with 61 employees meeting the requirements for employment in the company. The results of the study show that Work Life Balance has a direct effect on mental health, this result means that the higher the Work Life Balance, the better the mental health of employees. And vice versa, if the Work-Life Balance is low, then the employee's mental health will also be lower. In this study, relicensing regulations do not mediate the influence of work-life balance on the mental health of the employee and organizational support regulations do not moderate the influence of the work-life balance on the mental health of the employee.

**Keywords:** Organizational Support, Employee Mental Health, Licensing, Work Life Balance

### **Introduction**

Work-life balance is a component that is one of the important factors in improving employee performance, which is a situation that involves employee welfare in a company. Matters related to work-life balance are a social responsibility for the organization towards its workers. Work-life balance is a state of balance where the demands of a person's work and personal life are the same, another meaning states that work-life balance is defined as an individual's ability to fulfill their work and family commitments. Work-life balance, in addition to the relationship between work and family functions, also involves other roles in the field of life (Asri, 2023).

Awareness of mental health, especially among Generation Z, can be said to be still quite low. Especially during this pandemic, health is the most important and most important thing. In addition to physical health, mental health also needs to be considered. This is what finally made researchers raise the topic of the influence of health literacy skills on mental health awareness for Generation Z during the pandemic and the solutions that can be provided related



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to this. Many Generation Z experience depression and stress but do not immediately seek help. This can be caused by negative stigmas in society against people with mental disorders. Another cause can also be due to the lack of mental health facilities such as psychologists and psychiatrists in Indonesia. Many of them also do not know what mental health is and the consequences that will be caused. The lack of knowledge about mental health can also show the lack of health literacy skills in the community, especially among Generation Z (Rudianto, 2022).

The mental health of employees in their work environment is one of the problems that often goes unnoticed because it is something that is not visible in physical form. So it requires observation foresight from company leaders. Mental health affects the performance that employees will provide to the company. Employee mental health can be grouped into workplace wellbeing or wellbeing in the work environment which describes the existence of positive feelings and situations that employees feel at work (Hayati, 2019).

Achieving resilience for workers requires a job satisfaction role. Where the achievement of optimal job satisfaction is a prerequisite for achieving happiness in life which is the key to achieving resilience. In addition, job satisfaction also plays a role in supporting individual performance. The research obtained empirical evidence that there was a significant relationship between job satisfaction and resilience. Therefore, the role of job satisfaction is very important in supporting the achievement of resilience for workers. Encouraging resilience for gig workers also requires an optimal job engagement role. This can be seen from the results of the study which found that there was a positive relationship between work attachment and resilience in Generation Z. Then the next findings confirmed that workers with optimal work attachment showed levels of energy, enthusiasm, and pride in work, which is also related to the resilience aspect. So, it can be said that work attachment also plays a role in encouraging the achievement of resilience (Sianipar & Welly, 2024).

## **Method**

The type of research used in this study is quantitative. Quantitative research to find out whether there is an influence of the variables of work-life balance, reliance, and organizational support on employee mental health. The population in this study is Generation Z in Cikarang which is unknown because many Generation Z are immigrants from various regions in Indonesia who live in Cikarang and Generation Z who are native residents of Cikarang. The instrument used is an online questionnaire (google form) with a Likert scale (5 points) which is composed of statements made based on variable indicators. The method was carried out with an online survey. The research respondents are workers with diverse professional backgrounds. The data collected after the screening was declared feasible for further analysis amounted to 61 respondents. The research hypothesis will be tested using the Partial Least Square (PLS) approach.



## Results and Discussion

Table 1. Result

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV  )	P Values
WLB -> KMK	0,582	0,585	0,134	4,350	0,000
Moderation DO -> KMK	-0,141	-0,134	0,094	1,494	0,136
RE -> KMK	-0,286	-0,334	0,198	1,443	0,150
DO -> KMK	0,177	0,240	0,193	0,919	0,358
WLB -> RE	0,533	0,539	0,139	3,826	0,000

Source: Data Processed by Researchers (2024)

### **The Effect of Work-Life Balance on Employee Mental Health**

Based on the table above, it shows that the Work Life Balance variable has an influence contribution value of 0.582, a t-statistical value of 4.350 is greater than 1.64, and the P-value itself of 0.000 is less than 0.005. This shows that the Work-Life Balance variable has a positive and significant influence on Employee Mental Health.

### **The Effect of Moderation of Organizational Support on Employee Mental Health**

Based on the table above with an influence contribution value of - 0.141, the t-statistical value of 1.494 is less than 1.64, and the P-value itself is 0.136 greater than 0.005. This shows that the Organizational Support Moderation variable does not have a positive and significant effect on the Employee Mental Health variable.

### **The Effect of Resilience on Employee Mental Health**

Based on the table above with an influence contribution value of -0.286, the t-statistical value of 1.443 is smaller than 1.64, and the P-value itself is 0.150 greater than 0.005. This shows that the Resilience variable does not have a positive and significant effect on the Employee Mental Health variable.

### **The Effect of Organizational Support on Employee Mental Health**

Based on the table above with an influence contribution value of 0.177, the t-statistical value of 0.919 is smaller than 1.64, and the P-value itself is 0.358 greater than 0.005. This shows that the Organizational Support variable does not have a positive and significant effect on the Employee Mental Health variable.

### **The Effect of Work-Life Balance on Resilience**

Based on the table above, it shows that the Work Life Balance variable has an influence contribution value of 0.533, a t-statistical value of 3.826 greater than 1.64, and a P-value of 0.000 itself is less than 0.005. This shows that the Work Life Balance variable has a positive

and significant influence on Resilience. An increase of one point from the Work Life Balance variable will increase by 0.533 points from the Employee Mental Health variable. In other words, Work Life Balance has an influence on Resilience by 53.3%.

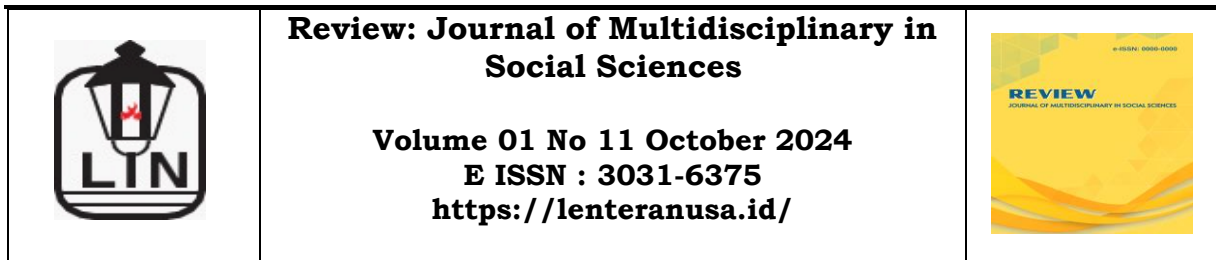
### Discussion

Based on the respondents' answers, as well as the results of the analysis of the relationship between the hypothetical variables, the results of this study show that the Work Life Balance variable has a positive effect on mental health, this result means that the higher the Work Life Balance, the better the mental health of employees. And vice versa, if the Work-Life Balance is low, then the employee's mental health will also be lower. Referring to the results of the study, H1 (Work Life Balance has an effect on mental health) can be accepted. This research is in accordance with previous research that has been conducted by. (Frisdayanti & Handoyo, 2021)

Then, it can also be seen that in this study, the moderator variable, namely Organizational Support, does not moderate the effect of Work-Life Balance on Employee Mental Health. This is due to the significance that exceeds 0.05 in the results of moderate analysis regression. Then in this study, it can also be found that the role of Relicensing mediation has no effect on Employee Mental Health, which makes this study insignificant, this study is in line with (Salsabila Nurfitri Fadhila, 2021). Meanwhile, Work Life Balance has a positive effect on the Licensing variable. Therefore, it can be concluded that Work Life Balance has a direct effect as an independent variable on Employee Mental Health. Based on the results of the study, it was shown that some participants (58.2%) had a very high work-life balance. It can also be seen that in this study, the Organizational Support variable has no effect on Employee Mental Health. This is due to the significance that exceeds 0.05 in the results of moderate analysis regression.

### Conclusion

Work Life Balance has a positive and significant influence on employees' mental health. These results show that the higher the level of Work-Life Balance, the better the mental health of employees. Therefore, the H1 hypothesis that Work-Life Balance affects mental health is acceptable. Organizational support does not moderate the effect of Work-Life Balance on employees' mental health. This is shown by the results of the analysis which have a significance greater than 0.05. Thus, Organizational Support does not exert a significant influence on the relationship between Work-Life Balance and employee mental health. Resilience does not have a significant effect on employee mental health. Although Resilience does not mediate the relationship between Work Life Balance and mental health, Work Life Balance still has a positive effect on Resilience. Work Life Balance has a positive and significant influence on Resilience. This shows that the better the Work-Life Balance, the higher the level of employee resilience. Organizational support does not have a significant influence on the mental health of employees. The results of the analysis showed that the significance was greater than 0.05, so Organizational Support did not significantly affect the mental health of employees. Overall, this study shows that Work-Life Balance is an important factor that directly affects employees'



mental health and Resilience. Organizational Support and Resilience did not show a significant effect on mental health in this study. Based on these results, it can be concluded that improving Work-Life Balance will have a positive impact on employees' mental health.

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