



Research Article

The Role of Job Demands, Work-Life Balance, and Psychological Safety in Shaping Generation Z Employee Productivity: Evidence from Jabodetabek

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Abstract

This study examines the effects of job demands, work-life balance, and psychological safety on the productivity of Generation Z workers in the Jabodetabek region. Increasing work pressure, challenges in balancing professional and personal responsibilities, and psychological concerns among early-career employees have become important factors affecting productivity. Although previous studies have explored these variables separately, limited research has examined their combined influence on Generation Z workers. Therefore, this study aims to analyze how psychological and organizational factors interact to shape employee productivity. Using a quantitative approach, structured questionnaires were distributed to 109 Generation Z employees, born between 1996 and 2005, working in the Jabodetabek area. Data were analyzed using Partial Least Squares-Structural Equation Modelling (PLS-SEM) with SmartPLS 3. The findings show that job demands, work-life balance, and psychological safety all have positive and statistically significant effects on employee productivity. Among these variables, psychological safety has the strongest influence. This study contributes to the literature on Generation Z productivity and offers practical insights for organizations seeking to create supportive and sustainable work environments for future human resource strategies, employee engagement programs, and long-term organizational performance across industries in urban Indonesia's labor market.

Keywords: Job demands, work-life balance, psychological safety, productivity, Generation Z.

JEL Classification: J24, M54, D23

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1. Introduction

In light of the workforce's fast transformation over the past ten years, work productivity has emerged as a crucial issue for organisational and economic sustainability. The acceleration of digitalization following the COVID-19 pandemic has reshaped not only work systems and flexibility, but also employees' psychological expectations and work values, especially among younger generations.

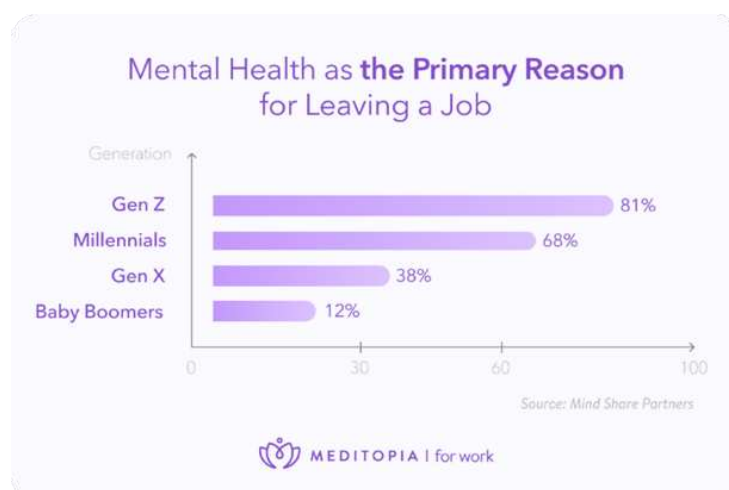
In Indonesia, this shift is increasingly relevant as the labor force is dominated by individuals of productive age. Data from Kadin Indonesia (2024) indicates that the working-age population reached approximately 214 million, with 149.38 million actively participating in the labor market. This demographic structure highlights the strategic role of young workers in sustaining national productivity.

However, a large workforce does not automatically translate into high productivity. Data from Badan Pusat Statistik (BPS) shows that labor force participation increased from 69.3% in 2023 to 70.6% in 2024, indicating intensifying labor market competition. This condition places greater performance pressure on early-career employees, particularly those who are still adapting to organizational demands and expectations. The situation is even more pronounced in metropolitan areas such as Jabodetabek, which serve as the center of economic activity in Indonesia. With high workforce concentration, intense competition, and demanding work environments, employees in this region face significantly higher job pressure compared to non-metropolitan areas (BPS, 2025; Kadin Indonesia, 2024).

One notable characteristic of employment in Jabodetabek is the high level of commuting and work intensity. BPS (2025) reports that 7.69 million workers in Indonesia are commuters, with the highest proportion concentrated in metropolitan areas. In Jabodetabek alone, approximately 16.34% of workers engage in daily commuting, often spending more than one hour traveling to work. This condition extends total working time and contributes to increased physical and psychological strain, particularly for younger employees in the early stages of their careers.

Within this study, Generation Z refers to individuals born between 1996 and 2005, who currently represent an important and growing segment of the workforce. This group is currently entering or has recently entered the labor market and is characterized by high adaptability to digital environments, but also greater vulnerability to stress, burnout, and job instability (Deloitte, 2024; BPS, 2024). Research shows that younger workers tend to face more job-related fatigue because of high demands for their performance, worries about job stability, and unclear lines between their work and personal time (Aflac Workforce Report, 2025; Maslach & Leiter, 2016).

Global reports also indicate that mental health concerns have increasingly become a major reason for employee resignation among younger workers, reflecting the growing importance of psychological well-being in modern workplaces.



Source: Meditopia, 2025

Figure 1. Mental Health as a Major Reason for Employee Resignation Among Younger Workers

These findings suggest that organizations need to pay greater attention not only to performance demands but also to employees' psychological conditions, especially among younger generations entering highly competitive work environments.

Arnold Bakker and Evangelia Demerouti developed the Job Demands-Resources (JD-R) model, which states that employee performance is determined by the amount to which workplace demands are balanced by the resources available to employees. When job demands like heavy workloads, tight deadlines, and emotional stress are too intense, it can lower performance unless there are enough resources to support them. Work-life balance is a significant resource in the workplace since it indicates an individual's capacity to reconcile professional responsibilities and personal commitments. For Generation Z employees, work-life balance is not simply regarded as an added benefit but as a fundamental expectation of employment. When assessing their job experience and career choices, many young professionals place a high value on their capacity to maintain a balance between their personal and professional lives (GoodStats, 2025).

Another important resource is psychological safety, which is understood as a common feeling that people can share their thoughts, worries, and errors without worrying about bad repercussions. Psychological safety is essential for encouraging participation, learning habits, and effectiveness, especially in stressful situations. However, global reports indicate that only a limited proportion of employees feel safe to speak up in the workplace, suggesting that many organizations have not yet created supportive psychological environments (Gallup, 2022).

Although employee productivity has become a major focus in today's workplace, many organizations continue to face challenges in sustaining productivity among Generation Z employees. This issue is particularly relevant because young workers often encounter intense job demands, unclear boundaries between work and personal life, and various forms of psychological pressure that can affect their performance. This study addresses the limited empirical understanding of how organizational pressures and psychological resources collectively shape employee productivity among early-career Generation Z employees, particularly within high-intensity metropolitan work environments such as Jabodetabek.

The connections between job demands, work-life balance, psychological safety, and other employee outcomes have been well studied in the past. However, prior research has generally approached these factors independently, resulting in limited empirical evidence regarding their interconnected influence when examined simultaneously within a unified research model. Second, prior research predominantly focuses on general employees, while limited studies specifically investigate Generation Z employees who are currently entering the workforce and facing unique workplace challenges. Third, empirical evidence regarding these relationships in metropolitan work environments remains limited, particularly in developing countries such as Indonesia. As a result, empirical insight remains limited regarding the way job demands and psychological resources interact in influencing employee productivity among Generation Z employees working in demanding urban environments.

The purpose of this study is to determine how much work-life balance, psychological safety, and job expectations affect the productivity of Generation Z workers in the Jabodetabek region. The research particularly focuses on determining the extent to which organizational pressures and psychological resources affect employee productivity among early-career workers employed in demanding metropolitan work settings.

By analysing job demands, work-life balance, and psychological safety within a single analytical model focused on Generation Z employees in urban work environments, this study contributes to the body of current knowledge. Prior research has often explored these variables separately or has focused on broader employee groups, resulting in limited insight into how organizational and psychological factors jointly influence productivity among employees in the early stages of their careers. This study expands the application of the Job Demands-Resources (JD-R) framework by

focusing on Generation Z workers in the Jabodetabek area. It also offers organisations useful advice for creating workplace policies that better assist and manage younger people.

2. Literature Review and Hypothesis

Theoretical Foundation

The Job Demands–Resources (JD–R) paradigm, created by Arnold Bakker and Evangelia Demerouti (2007), serves as the foundation for this investigation. According to the notion, the relationship between job demands and the resources offered by the workplace affects employee performance and well-being. Aspects of work that necessitate consistent mental, emotional, or physical effort are referred to as job demands within this framework. Stress and exhaustion may result when these expectations are greater than an employee can handle. Meanwhile, job resources represent supportive elements within the workplace that assist employees in accomplishing work objectives, minimizing work-related pressure, and enhancing motivation as well as personal development.

From the perspective of this framework, work-life balance and psychological safety function as essential organizational and psychological resources that enable employees to cope more effectively with work pressure while sustaining their productivity levels. For Generation Z employees, who are often exposed to high work intensity, career uncertainty, and blurred work boundaries, the availability of organizational and psychological support becomes increasingly important in sustaining performance. Therefore, the JD–R theory provides an appropriate foundation for explaining how job demands, work–life balance, and psychological safety interact in shaping employee productivity.

Employee Productivity

Productivity serves as an important measure of organizational effectiveness, as it illustrates the extent to which employees are able to utilize their skills, time, and work efforts to generate optimal performance outcomes. Productivity is not only associated with the quantity of output but also with quality, efficiency, and consistency in achieving organizational goals (Sutrisno, 2018). Among Generation Z employees, productivity is shaped not only by organizational expectations and work demands, but also by employees' personal well-being and the psychological conditions they experience in the workplace.

Job Demands and Employee Productivity

Within the JD–R framework, excessive job demands are viewed as conditions that gradually deplete employees' physical and psychological resources, thereby limiting their capacity to sustain optimal productivity. Job demands include workload, emotional pressure, time constraints, and task complexity that require continuous effort from employees (Bakker & Demerouti, 2017). When these demands exceed employees' adaptive capacity, stress and fatigue may emerge, ultimately affecting work productivity.

Previous studies have consistently demonstrated the consequences of excessive job demands on employee outcomes. Wang et al. (2024) found that high workload reduces employee engagement and subsequently lowers performance outcomes. Similarly, Amer et al. (2022) reported that burnout resulting from excessive job demands significantly contributes to productivity decline. In the context of Generation Z employees, high work expectations and rapid adaptation to organizational environments may intensify psychological pressure and influence productivity sustainability.

Based on the theoretical foundations discussed above and supported by findings from previous studies, the hypotheses developed in this study are presented as follows:

H1: Job demands significantly influence employee productivity.

Work–Life Balance and Employee Productivity

According to the Job Demands–Resources (JD–R) framework, work-life balance is a crucial tool that helps workers reconcile their personal and professional obligations. According to

Schermerhorn (2005), work-life balance is the capacity of an individual to maintain a steady and harmonious relationship between work-related and non-work-related obligations. Employees who successfully maintain balance across these domains tend to experience better emotional stability, lower stress levels, and improved concentration at work (McDonald, 2005).

Research has repeatedly demonstrated that work-life balance has a significant impact on how well employees perform. According to Yasin et al. (2024), workers who are able to maintain a better work-life balance typically perform better and show higher levels of engagement, especially in hybrid work environments. Similarly, among young professionals between the ages of 22 and 30, Allen et al. (2023) found a positive correlation between work-life balance and productivity. For Generation Z employees, work-life balance has become an essential workplace expectation because younger workers tend to prioritize flexibility, personal well-being, and mental health in their careers.

The following hypothesis is put forth in this study in light of the theoretical justifications and empirical data previously discussed:

H2: Work-life balance significantly influences employee productivity.

Psychological Safety and Employee Productivity

A common belief among workers that the workplace is a secure place to voice thoughts, ask questions, and own up to mistakes without worrying about unfavourable reactions or unfavourable outcomes is known as psychological safety. In the context of the JD-R framework, psychological safety is regarded as a psychological resource that facilitates employee confidence, encourages open communication, strengthens collaboration, and supports continuous learning behavior at work.

A psychologically safe work environment encourages employees to participate actively, share knowledge, and adapt more effectively to work challenges. Edmondson (2020) showed that psychological safety is a critical factor in improving team productivity and fostering learning behavior within organizations. Earlier findings by the same author also revealed that employees working in psychologically safe environments tend to show stronger team effectiveness and higher levels of productivity (Edmondson, 1999). These findings indicate that supportive psychological conditions enable employees to work more confidently and efficiently.

For Generation Z employees, psychological safety becomes increasingly important because younger workers tend to value supportive communication, inclusiveness, and emotional security in the workplace. Even under demanding workplace conditions, employees who experience psychological safety tend to demonstrate stronger engagement, higher motivation, and more consistent productivity levels.

This study formulates the following hypothesis based on the theoretical framework and empirical data mentioned above:

H3: Psychological safety significantly influences employee productivity.

Simultaneous Influence of Job Demands, Work-Life Balance, and Psychological Safety on Employee Productivity

Employee productivity is influenced not only by workload and performance demands but also by the availability of organizational and psychological resources. Within the perspective of the JD-R theory, employee performance may decline when job demands become excessively high and are not supported by adequate job resources. In contrast, work-life balance and psychological safety help employees manage stress, maintain emotional well-being, and sustain work motivation.

Previous studies have shown that organizational and psychological factors collectively shape employee outcomes. Employees who experience manageable job demands, balanced work conditions, and supportive psychological environments tend to demonstrate higher engagement and productivity. Therefore, understanding these variables simultaneously provides a more

comprehensive explanation of employee productivity, particularly among Generation Z employees working in high-pressure metropolitan environments.

This study formulates the following hypothesis based on the theoretical framework and empirical data mentioned above:

H4: Job demands, work-life balance, and psychological safety simultaneously influence employee productivity.

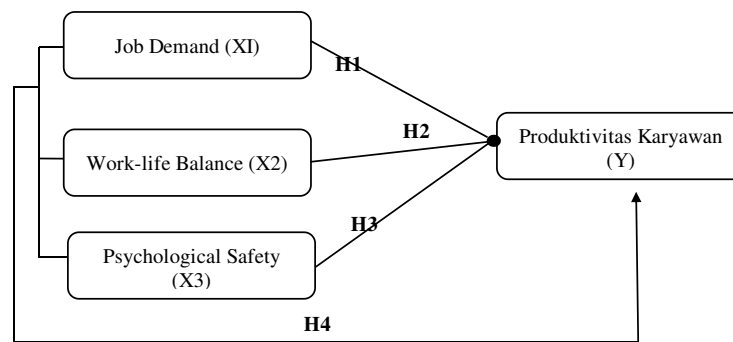


Figure 2. Conceptual Framework of the Study

3. Data and Method

Research Design

In order to investigate the connections between job demands, work-life balance, psychological safety, and employee productivity among Generation Z workers in the Jabodetabek region, this study used a quantitative methodology. In order to convey the features of the respondents and evaluate the links between the variables, the research blended associative and descriptive designs. Partial Least Squares–Structural Equation Modelling (PLS-SEM) with SmartPLS 3 was used to test the suggested hypotheses. Due to its suitability for research models involving latent constructs, complex correlations among variables, and generally moderate sample sizes, this approach was deemed appropriate (Hair et al., 2021).

Population and Sample

Generation Z workers who were working in the Jabodetabek region and born between 1996 and 2005 made up the study's demographic. Purposive sampling was used to choose respondents in order to guarantee that every participant fulfilled the requirements pertinent to the study's goals. Participants had to reside or work in the Jabodetabek area and have a current job, whether it be full-time, contract, part-time, or freelancing. A total of 109 respondents were successfully gathered and used into the study. This sample size was deemed sufficient for PLS-SEM analysis in accordance with Hair et al. (2021), particularly for research models with latent components and a moderate degree of complexity.

Data Collection Procedure

Data were collected using an online questionnaire distributed through Google Forms. This approach was chosen because Generation Z respondents are highly familiar with digital platforms and are generally comfortable completing web-based surveys. The questionnaire contained a series of statements designed to measure job demands, work-life balance, psychological safety, and employee productivity.

Measurement Instrument

The research instrument was constructed by adapting measurement indicators from prior studies that had been widely used and empirically validated, ensuring that each construct was measured with adequate validity and reliability. The indicators for job demands were derived from Bakker

and Demerouti (2017) and captured dimensions such as workload, work intensity, and time pressure. The frameworks created by Schermerhorn (2005) and McDonald (2005), which highlight a person's capacity to maintain equilibrium between professional obligations and personal life commitments, served as the basis for measuring work-life balance. Psychological safety indicators were adapted from Edmondson (1999), particularly related to employees' confidence in expressing opinions and admitting mistakes within the workplace environment. In the meantime, Sutrisno (2018) metrics covering aspects of work effectiveness, efficiency, and performance consistency were used to gauge employee productivity. A five-point Likert scale was used to evaluate each statement in the survey. Respondents chose a score between 1 and 5, with 1 denoting strongly disagree and 5 denoting strongly agree, to indicate how much they agreed with each statement.

Data Analysis Technique

Partial Least Squares–Structural Equation Modelling (PLS-SEM) with SmartPLS 3 was used to analyse the data. In order to determine if the indicators consistently and accurately reflected their respective constructs, the research started with an evaluation of the measurement methodology. During this phase, tests for internal consistency reliability, discriminant validity, and convergent validity were conducted utilising outer loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The structural model was assessed to ascertain the links between variables after the measurement model's suitability was verified. The significance of each hypothesis was tested using bootstrapping, predictive relevance (Q^2), effect size (f^2), and coefficient of determination (R^2). Additionally, the Standardised Root Mean Square Residual (SRMR) was used to evaluate the overall model fit; values less than 0.08 show that the model fits the observed data satisfactorily.

4. Results

Respondent Profile

A total of 109 Generation Z employees participated in this study. The respondent profile indicates a relatively balanced gender composition, with female respondents accounting for 52.3% of the sample and male respondents representing 47.7%. The largest age group consisted of 22-year-old respondents, comprising 20.2% of all participants, which suggests that most respondents were at an early stage of their careers. Geographically, Depok had the largest percentage of respondents, followed by Bogor and Tangerang. In terms of educational background, bachelor's degree holders dominated the sample, making up 84.4% of the respondents. Regarding employment status, nearly half of the participants worked in private companies, representing 46.8% of the total sample.

Table 1. Respondent Profile

Characteristics	Category	Frequency	Percentage
Gender	Male	52	47,7%
	Female	57	52,3%
Age (years)	20	6	5,5%
	21	20	18,3%
	22	22	20,2%
	23	16	14,7%
	24	14	12,8%
	25	12	11%
	26	9	8,3%
	27	7	6,4%
	28	3	2,8%
	29	0	0
Domicile	Jakarta	6	5,5%
	Bogor	20	18,3%
	Depok	22	20,2%
	Tangerang	16	14,7%
	Bekasi	14	12,8%
Education	High School	4	3,7%
	Diploma	5	4,6%

Employment Status	Bachelor's Degree	9	84,4%
	Master's Degree	2	7,3%
	Doctoral Degree	0	0%
	Permanent Employee	19	17,4%
	Contract Employee	24	22%
	Part-time	3	2,8%
	Freelance	6	5,5%
	Private Employee	51	46,8%
	Government Employee	6	5,5%

Descriptive Statistics

Descriptive analysis indicated that all variables were rated at moderate to high levels. Respondents generally perceived job demands as manageable despite existing work pressure. The descriptive results indicate that respondents generally reported favorable perceptions of both work-life balance and psychological safety. This suggests that most participants felt capable of managing their work responsibilities alongside their personal lives while also perceiving the workplace as a sufficiently safe environment to express ideas and opinions openly. Employee productivity also demonstrated relatively high levels, particularly in task completion and work discipline.

Measurement Model Assessment

Table 2. Measurement Model Assessment

Construct	Items	Outer Loading Range	AVE	Cronbach's Alpha	Composite Reliability
Job Demands	JD1 - JD8	0.791 - 0.856	0.677	0.932	0,944
Work-Life Balance	WLB1 - WLB6	0.753 - 0.844	0.632	0.884	0,911
Psychological Safety	PS1 - PS7	0.834 - 0.887	0.745	0.943	0,953
Productivity	EP1 - EP11	0.803 - 0.833	0.661	0.949	0,956

Prior to examining the structural relationships among variables, the validity and reliability of the measurement model were assessed. Convergent validity, discriminant validity, and internal consistency reliability evaluations were all part of this procedure. Every indicator yielded loading values greater than 0.70, meaning that every item could accurately represent the intended build. Furthermore, each construct's Average variation Extracted (AVE) was greater than 0.50, indicating that the indicators shared enough variation to sustain convergent validity.

Because both Cronbach's Alpha and Composite Reliability values were higher than 0.70, the reliability evaluation also verified that all constructs were tested consistently. To verify discriminant validity, cross-loading values were compared across constructs. The results showed that each indicator loaded more strongly on its own construct than on any other construct, confirming that the variables were empirically distinct from one another and that the measurement model met the required quality standards.

Structural Model Assessment

Table 4. Structural Model Results

Variable	R ²	Effect Size (f ²)	Interpretation
Productivity	0.716		Strong explanatory power
Job Demands → Employee Productivity		0.544	Strong effect
Work-Life Balance → Employee Productivity		0.487	Strong effect
Psychological Safety → Productivity		1.113	Very strong effect

Employee productivity received an R^2 score of 0.716, according to the structural model evaluation. This finding shows that psychological safety, work-life balance, and job demands together account for 71.6% of the variation in employee productivity, with other factors not included in the model explaining the remaining 28.4%. The size of this coefficient indicates that the suggested model can significantly predict employee productivity among Generation Z workers and has great explanatory power.

Furthermore, effect size analysis revealed that psychological safety demonstrated the strongest influence on employee productivity ($f^2 = 1.113$), followed by job demands ($f^2 = 0.544$) and work-life balance ($f^2 = 0.487$).

Hypothesis Testing

Table 5. Results of Hypothesis Testing

Hypothesis	Path	Variable	Original sample (O)	T statistics	P values	Decision
H1	JD → EP	X1 > Y	0,401	8,944	0,000	Supported
H2	WLB → EP	X2 > Y	0,372	6,688	0,000	Supported
H3	PS → EP	X3 > Y	0,574	11,427	0,000	Supported

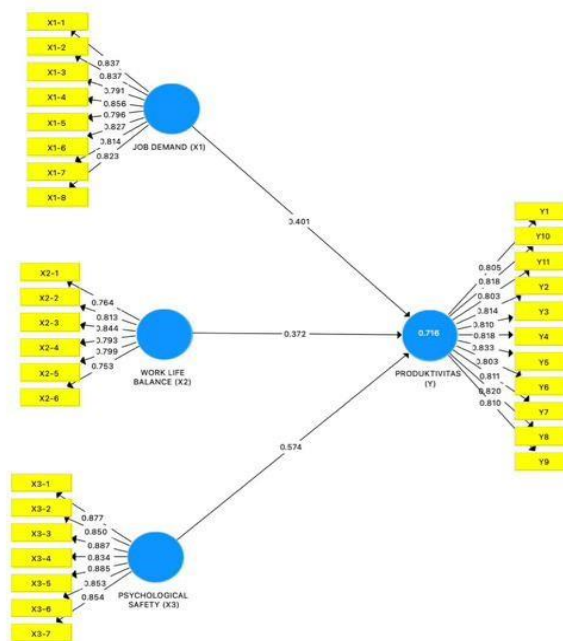


Figure 3. Empirical Results Model

The hypothesis testing findings indicate that all proposed hypotheses were supported. Employee productivity was positively and statistically significantly impacted by job demands, supporting H1 ($\beta = 0.401$, $p < 0.05$). According to this research, higher job expectations are linked to higher productivity among Generation Z workers when they are viewed as reasonable and significant. Work-life balance also showed a statistically significant and positive correlation with employee productivity, supporting H2 ($\beta = 0.372$, $p < 0.05$). Among the examined variables, psychological safety exhibited the strongest positive influence on employee productivity, indicating support for H3 ($\beta = 0.574$, $p < 0.05$).

5. Discussion

This study was conducted to analyze how job demands, work–life balance, and psychological safety affect employee productivity among Generation Z employees working in the Jabodetabek area. The results revealed that all proposed relationships were statistically significant, confirming that each variable contributes to employee productivity. Among the variables included in the model, psychological safety emerged as the strongest predictor of employee productivity, indicating that it contributed more substantially to variations in productivity than job demands and work-life balance.

The study's conclusions show that job demands have a big impact on worker productivity. This outcome is consistent with the Job Demands–Resources (JD–R) theory put forth by Arnold Bakker and Evangelia Demerouti (2007), which states that the degree to which people are able to effectively manage and respond to the demands and pressures resulting from their work shapes employee performance. In the context of Generation Z employees, work demands such as deadlines, workload, and task complexity may function not only as sources of pressure but also as motivating challenges when employees possess sufficient adaptability and coping capacity. This result is in line with earlier studies by Wang et al. (2024) and Christina Maslach and Michael P. Leiter (2016), which also came to the conclusion that job demands have a significant impact on worker productivity and performance. The results suggest that manageable levels of work pressure may encourage Generation Z employees to remain focused, engaged, and productive in completing work responsibilities.

The analysis also confirms that work-life balance significantly influences employee productivity. According to the JD-R paradigm, work-life balance is a crucial personal resource that supports workers in maintaining a high degree of involvement in their job activities, managing conflicting role expectations, and preserving their emotional well-being. For Generation Z employees, maintaining balance between occupational responsibilities and personal life has become an essential expectation in the workplace. Employees who are able to manage both domains effectively are more likely to maintain focus, motivation, and stable performance. Previous studies by Yasin et al. (2024) and Allen et al. (2023), which both discovered that work-life balance positively affects employee engagement and performance, especially among younger employees and those working under hybrid arrangements, further support the findings of this study. Consequently, organizations are encouraged to implement flexible and supportive work systems to help maintain employee productivity.

Among all variables examined, psychological safety emerged as the most dominant factor influencing employee productivity. The findings indicate that employees who perceive a high level of psychological safety tend to perform more effectively because they feel comfortable expressing ideas, seeking clarification, and acknowledging mistakes without fear of negative repercussions. According to the JD-R paradigm, psychological safety is an essential psychological resource that promotes self-assurance, candid communication, teamwork, and ongoing education. This outcome is in line with research by Edmondson (1999) and Castro et al. (2020), which both shown the importance of psychological safety in enhancing worker productivity and team effectiveness. For Generation Z employees who are still in the early stages of career development, supportive psychological environments become increasingly important in fostering confidence and active participation at work. The dominance of psychological safety in this study suggests that organizational productivity is not solely determined by workload management, but also by employees' perceptions of emotional support and interpersonal trust within the workplace.

Taken together, this study enriches the existing literature by analyzing job demands, work-life balance, and psychological safety concurrently within an integrated empirical model centered on Generation Z employees working in metropolitan settings. The findings highlight that sustainable employee productivity cannot be explained solely by organizational demands, but also depends on the availability of psychological and personal resources that support employees in managing workplace pressures. From a practical perspective, the results emphasize the need for organizations to move beyond performance-oriented approaches by fostering supportive work environments that

prioritize psychological well-being, flexibility, and open communication, particularly for younger employees entering the workforce.

6. Conclusion

This study examined how job demands, work-life balance, and psychological safety influence employee productivity among Generation Z employees working in the Jabodetabek area. The results demonstrated that each variable significantly contributed to employee productivity, both simultaneously and individually. Job demands were shown to enhance productivity when employees perceived workplace pressures as manageable and motivating rather than burdensome. In addition, work-life balance played an important role in supporting emotional well-being, maintaining focus, and sustaining consistent performance. Psychological safety was found to be the strongest predictor of employee productivity among the variables analysed, indicating that workers are more likely to perform well when they feel free to voice their opinions, communicate honestly, and actively participate in the work environment. These results highlight how crucial it is to maintain sustainable productivity among Generation Z workers by striking a balance between organisational needs and psychological and personal resources. Practically, organizations are encouraged to create supportive work environments through balanced workloads, flexible work arrangements, and psychologically safe organizational cultures that foster employee well-being, confidence, and engagement.

Recommendation

Based on the findings, organizations are advised to manage job demand by setting clear targets, realistic workloads, and structured task distribution to ensure employees can perform effectively without excessive pressure. By implementing flexible work schedules and making sure that employees' personal and professional lives are kept apart, organisations can promote work-life balance. In addition, psychological safety should be prioritized by fostering open communication, supportive leadership, and a non-judgmental work culture that encourages employees to express ideas and take initiative confidently. These strategies are expected to enhance employee productivity among Generation Z workers.

Limitations and avenue for future research

This study focused exclusively on Generation Z employees working in the Jabodetabek area and considered only job demands, work-life balance, and psychological safety as determinants of employee productivity. Because of this, the results may not be as applicable to different areas, sectors, or employee demographics. Future research is encouraged to include respondents from broader geographical locations and a wider range of industry sectors. Adding new variables to the study model, like organisational culture and leadership style, may also offer a more thorough explanation of the variables influencing worker productivity. The use of mixed-method approaches is also suggested to generate deeper and more detailed insights into employee experiences and workplace dynamics.

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