Research Article

The Mediating Role of Job Satisfaction and Family-Supportive Supervisor Behavior in the Relationship Between Work–Life Balance and Job Performance Among Generation Z Employees

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Abstract: This study explores the impact of work–life balance on job performance among Generation Z employees in Jakarta, with job satisfaction as a mediating variable and family-supportive supervisor behavior as a moderating variable. Generation Z, the largest segment of Indonesia's workforce, values flexibility and supportive leadership, but their job performance often shows inconsistency. Previous studies have yielded mixed results on the relationships between work–life balance, job satisfaction, and job performance, with limited empirical evidence on the role of family-supportive supervisor behavior, particularly in Indonesia. Using a quantitative approach, data were collected from 385 Generation Z employees in Jakarta through purposive sampling. Structural Equation Modeling (SEM) with SmartPLS 4.0 was used for data analysis. Results indicate that work–life balance positively influences both job satisfaction and job performance. Additionally, job satisfaction partially mediates the relationship between work–life balance and job performance, suggesting that a better work–life balance enhances job satisfaction, which in turn improves performance. The study also shows that family-supportive supervisor behavior significantly strengthens the positive effect of work–life balance on job performance. These findings contribute to the literature by clarifying how work–life balance affects job performance among Generation Z employees and highlighting the importance of supportive leadership.

Keywords Family-Supportive Supervi- Sor Behavior; Generation Z; Job Performance; Job Satisfaction; Work-Life Balance.

1. Introduction

Digital transformation, globalization, and shifting social values have fundamentally reshaped the glob-al workforce. One of the most notable developments is the rise of Generation Z (born 1997–2012), who grew up amid pervasive technology, rapid societal change, and major disruptions such as the COVID-19 pandemic. These experiences have shaped distinctive workplace expectations—particularly regarding flexibility, work–life balance, mental health, and meaningful careers. Recent re-search conceptualizes these expectations not merely as instrumental job preferences, but as part of Generation Z's broader pursuit of meaningful work, defined as work experienced as significant and purposeful (Rosso et al., 2011), where work serves as a source of identity, personal fulfillment, and societal contribution rather than solely economic reward (Popaitoon, 2022). With a global population exceeding two billion and projections indicating they will comprise 30% of the workforce by 2030 (NIQ & Lab, 2024), Generation Z represents both a significant opportunity and a challenge for or-ganizations. Broader structural forces, including the expansion of the digital economy, the normaliza-tion of hybrid and remote work models, and the growth of the gig economy, further reinforce these shifts (Prajapati & Ambar, 2025). As digital natives, they are well positioned to thrive in this environ-ment, yet these trends simultaneously heighten their demand for adaptive, human-centered organiza-tional practices (Rumijati et al., 2025).
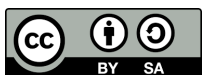
In Indonesia, Generation Z accounts for 74.93 million people, or 28% of the population, making them the largest demographic cohort (BPS, 2021). Their entry into the labor market coincides with the country's demographic bonus period, during which the quality of human capital is critical for sus-taining long-term productivity and competitiveness (Arum et al., 2023). Jakarta, as the nation's politi-cal, economic, and business hub, offers a particularly relevant context for examining these dynamics. With over one-fifth of its 10.56 million residents belonging to Generation Z (Widi, 2022), the city's diverse industries, intense competition, and rapid organizational changes amplify the interplay be-tween individual expectations and institutional demands (JaKita, 2024). This high concentration of young employees in a dynamic urban setting makes Jakarta an ideal site for studying how Generation Z navigates contemporary workforce challenges.

Despite their potential, organizations often struggle to fully harness Generation Z's capabilities, even though this cohort places high value on flexibility, work–life balance, and meaningful work (Deloitte, 2023). Prominent challenges include gaps in essential soft skills—particularly communication and col-laboration—that hinder effective teamwork (Forbes, 2024), as well as deficiencies in work readiness and motivation reported by 75% of organizational leaders (Goodstats, 2024a). These issues frequently lead to inconsistent performance, reduced productivity, disengagement, and higher turnover (Sidiq & Poerwita, 2025). Job performance, defined as an individual's effectiveness in achieving organizational goals (Pradhan & Jena, 2017), thus provides a critical lens for understanding these phenomena and underscores the need to investigate the personal, psychological, and organizational factors influencing Generation Z employees' outcomes (Herliani & Priscilla, 2025).

Addressing these challenges, scholars and practitioners have increasingly focused on factors that en-hance Generation Z employees' job performance, with work–life balance emerging as one of their most salient priorities. Defined as the ability to effectively manage demands across professional and personal roles (Susanto et al., 2022), work–life balance has been consistently linked to improved well-being, motivation, and organizational commitment—reflecting this cohort's heightened emphasis on mental health and personal fulfillment (Hutagalung et al., 2020). Surveys indicate that many Genera-tion Z individuals rank work–life balance above financial incentives (Goodstats, 2022), and prior stud-ies show that healthier balance leads to greater job satisfaction, reduced stress, and stronger organiza-tional attachment (Rachmawati & Susanto, 2021). Supporting work–life balance through socially re-sponsible human resource practices can therefore enhance both employee well-being and job perfor-mance (Winarno & Silvianita, 2024).

Job satisfaction is conceptualized as an individual's affective appraisal of their work responsibilities and environment (Felicia et al., 2024), serves as a key mechanism linking work–life balance to job per-formance, positively influencing productivity, organizational citizenship behavior, and workforce sta-bility (Saragih et al., 2021). For Generation Z, whose expectations encompass recognition, flexibility, and meaningful work, job satisfaction reflects not only positive affect toward work conditions but also the degree to which work aligns with personal values (Faisal et al., 2022). Despite 73% of Gen Z reporting job satisfaction (Goodstats, 2024b), high turnover persists—often driven by heavy work-loads, limited supervisor recognition, and phenomena such as "quiet quitting" (Kumparan, 2024). These patterns highlight that sustained performance among Generation Z requires fostering job satis-faction while aligning organizational and supervisory practices with their unique expectations (Adhiati et al., 2025).

Supervisory support plays a crucial complementary role. Family-supportive supervisor behavior (FSSB)—encompassing emotional and instrumental support, role modeling, and creative work–family management strategies (Hammer et al., 2009) can amplify the positive effects of work–life balance and job satisfaction on performance (Susanto et al., 2022). Generation Z, who respond strongly to empathetic leadership, particularly benefit from such support (Crain & Stevens, 2018). Although some studies confirm that FSSB strengthens these relationships (Susanto et al., 2022), others report incon-sistent moderating effects (Putri & Muafi, 2025), revealing gaps in understanding contextual and gen-erational influences.

Against this background, the present study examines the influence of work–life balance on job per-formance among Generation Z employees in Jakarta, with job satisfaction as a mediating variable and family-supportive supervisor behavior as a moderating variable. Building on prior research that vali-dates these mechanisms (Susanto et al., 2022), this study addresses a relatively unexplored urban In-donesian context and focuses on the country's largest generational cohort within a highly competitive labor market. By doing so, it illuminates local contextual factors while reinforcing established theoret-ical pathways and

offering fresh insights into evolving dynamics of work–life balance, job satisfaction, and supervisory support.

Recognizing that work–life balance, job satisfaction, supervisory support, and job performance are shaped by intertwined psychological, organizational, and socio-cultural factors (Haider et al., 2018), this study adopts a transdisciplinary perspective to capture the complexity of these interactions in con-temporary workplaces. This approach provides a comprehensive, culturally grounded framework for understanding how individual and contextual elements shape Generation Z job performance in Indo-nesia. Beyond their functional roles as organizational resources, these factors also serve as conditions that enable younger employees to experience work as meaningful—particularly for generations seek-ing purpose, balance, and human-centered environments (Nugroho et al., 2025). By integrating these constructs into a unified analytical framework, the study offers a robust explanation of the factors driving performance in this emerging workforce segment.

2. Literature Review

Work-Life Balance

Work-Life Balance (WLB) refers to the effective management of work and personal demands so that neither domain overwhelms the individual (Fakhri et al., 2020). Although prior research consistently positions WLB as a driver of well-being, job satisfaction, and reduced turnover, scholars diverge in explaining how WLB generates these outcomes. Susanto et al. (2022) highlight comfort and reduced role conflict, while Rini et al. (2020) emphasize its function in alleviating prolonged stress and role conflict. Agha and Ali (2025) focus on psychological well-being as the primary mechanism, whereas Lau and Marianti (2024) argue that coordination across multiple responsibilities is central to achieving role harmony. Beyond its role in reducing role conflict, work–life balance has been increasingly dis-cussed as a contextual condition that allows employees to sustain meaningful engagement with both work and non-work domains, thereby supporting a sense of purpose and personal fulfillment (Nugroho et al., 2025). These differing emphases illustrate that WLB is a multidimensional construct that shapes employees' cognitive appraisals, emotional states, and behavioral responses in various ways.

Empirical evidence further demonstrates that WLB significantly enhances both job satisfaction and job performance. From a Social Exchange Theory perspective, employees who perceive supportive work conditions—such as flexibility, reasonable workloads, and rest opportunities—interpret these provisions as organizational care, which activates feelings of obligation and motivates reciprocal posi-tive behaviors (Winarno & Silvianita, 2024; Blau, 1964). By explicitly integrating insights from organi-zational behavior (role expectations), psychology (stress and well-being), and occupational health (re-source conservation and fatigue reduction), WLB can be conceptualized as a strategic resource that simultaneously strengthens well-being, reduces strain, and facilitates optimal performance. This trans-disciplinary understanding provides a coherent theoretical basis for predicting its direct and indirect effects. Accordingly, this study hypothesizes:

H1: Work-Life Balance has an effect on Job Performance among Gen Z employees in Indonesia.

H2: Work-Life Balance has an effect on Job Satisfaction among Gen Z employees in Indonesia.

Job Performance

Job performance refers to an individual's capability to effectively execute assigned responsibilities to support organizational goals (Susanto et al., 2022). Although prior studies consistently acknowledge its central role in organizational success, they differ in how performance should be conceptualized and assessed. Jamaludin and Azizi (2021) emphasize measurable task outputs such as quality, quantity, and timeliness, whereas Pradhan and Jena (2017) argue that performance extends beyond core tasks to include discretionary behaviors, collaboration, and proactive contributions. These contrasting views reveal a conceptual gap regarding whether performance should be limited to observable task metrics or understood as a broader behavioral domain that reflects professional attitudes and adaptability. This divergence indicates that job performance is not a uniform construct but a multidimensional

phenomenon shaped by task efficiency, adherence to organizational standards, and context-driven behavioral expressions.

Integrating insights from organizational behavior, psychology, and occupational health, this study po-sitions job performance as an outcome influenced by both structural work conditions and intrinsic motivational processes. Drawing on Self-Determination Theory (Ryan & Deci, 2000), fulfillment of employees' needs for autonomy, competence, and relatedness supported through work-life balance, job satisfaction, and supportive supervision drives deeper engagement and sustained performance. This theoretical lens helps reconcile previous inconsistencies by explaining why some studies highlight task-related outputs while others emphasize discretionary behaviors: employees exhibit different forms of performance depending on the extent to which their psychological needs are supported. For Gen-eration Z employees, who value meaningful work, flexibility, and empathetic leadership (Goodstats, 2022), these motivational mechanisms become particularly salient, making their performance not only a matter of task completion but also of proactive, adaptive, and engaged participation within complex organizational environments.

Job Satisfaction

Job satisfaction encompasses employees' affective and cognitive evaluations of their work, reflecting both emotional responses to the job and the degree to which work aligns with personal needs and expectations (Susanto et al., 2022; Maharani & Saputro, 2023; Rachmawati & Susanto, 2021). Alt-hough prior studies consistently acknowledge its importance for employee outcomes, they differ in emphasis. Some scholars frame job satisfaction primarily as an emotional state emerging from posi-tive job experiences, while others highlight the evaluative fit between employees' goals and the re-wards, conditions, and growth opportunities offered by the organization. These contrasting interpreta-tions reveal a conceptual tension between affect-based and cognition-based perspectives, suggesting that job satisfaction is a multifaceted construct shaped by organizational conditions, individual values, and the broader socio-cultural environment. Job satisfaction also reflects the extent to which work experiences align with employees' personal values and expectations. Prior research suggests that meaningful work contributes to higher job satisfaction by fostering a sense of purpose and signifi-cance in daily work activity (Keles & Findikli, 2016).

In terms of its influence on performance, empirical findings also show variation. Studies such as Abdirahman et al. (2020) and Loan (2020) find that greater job satisfaction directly enhances perfor-mance and strengthens employees commitment to organizational goals. However, Lidwina et al. (2024) demonstrate that this relationship becomes substantially stronger when employees perceive fair recognition and career advancement opportunities, indicating that contextual job characteristics mod-erate the strength of satisfaction's effects. These mixed findings highlight a theoretical gap regarding the mechanisms through which job satisfaction translates into performance across different work set-tings. Integrating insights from organizational psychology and motivational theory, Self-Determination Theory provides a clarifying lens: job satisfaction reflects the fulfillment of employees' needs for au-tonomy, competence, and relatedness, enabling them to internalize work values and engage more ef-fectively. By addressing these intrinsic needs, job satisfaction operates as a critical psychological mechanism connecting supportive work environments to improved behavioral outcomes. According-ly, this study hypothesizes:

H3: Job Satisfaction has an effect on Job Performance among Gen Z employees in Indonesia.

H4: Job Satisfaction mediates the effect of Work-Life Balance on Job Performance among Gen Z employees in Indonesia.

Family-Supportive Supervisor Behavior

Family-Supportive Supervisor Behavior (FSSB) is a leadership construct that captures the degree to which supervisors provide emotional, instrumental, and role-modeling support to help employees manage both work and personal life demands (Hammer et al., 2009). While early conceptualizations treated FSSB as a general form of support in navigating work–family roles, later research differenti-ates it into more specific supervisory behaviors such as demonstrating understanding, offering flexibil-ity, showing genuine consideration, and acknowledging employees' nonwork responsibilities (Susanto et al., 2022; Maharani & Saputro, 2023). Scholars have approached FSSB from multiple angles: some emphasize its

emotional dimension, others highlight its instrumental assistance, and still others exam-ine its capacity to reduce work–family conflict and strain (Maharani & Ramli, 2024). These varying perspectives reflect that FSSB is a multidimensional construct comprising affective and behavioral components that jointly influence employees' psychological states, well-being, and performance.

Empirical findings generally support the positive influence of FSSB on employee outcomes, though its magnitude and mechanisms vary across contexts. Studies show that supportive supervisors are associated with increased employee motivation, job satisfaction, and performance (Susanto et al., 2022; Maharani & Ramli, 2024). Supportive supervisory behaviors may further reinforce meaningful work experiences by signaling care, recognition, and respect, which are particularly valued by younger employees seeking human-centered work environments (Fan et al., 2023). However, these effects are not uniform; they may differ depending on organizational culture, the nature of employees' tasks, and individual characteristics. Drawing from the Job Demands–Resources framework (Bakker & Demerouti, 1980), FSSB can be conceptualized as a key social resource that enables employees to better manage job demands, conserve psychological energy, and remain engaged. Integrating insights from organizational behavior, social psychology, and occupational health literature, FSSB represents a critical leadership practice that strengthens employees' internal resources and enhances performance outcomes. This theoretical integration provides the basis for proposing that FSSB amplifies the posi-tive influence of work–life balance on job performance. Accordingly, this study hypothesizes:

H5: Family-Supportive Supervisor Behavior moderates the effect of Work-Life Balance on Job Per-formance among Gen Z employees in Indonesia.

Conceptual Framework

A comprehensive review of the existing literature and an in-depth analysis of relevant studies have been undertaken to ground the present research. The primary objective of this study is to empirically evaluate the validity of the proposed hypotheses. To provide a clearer representation of the research framework, a conceptual model has been developed and is illustrated in Figure 1.
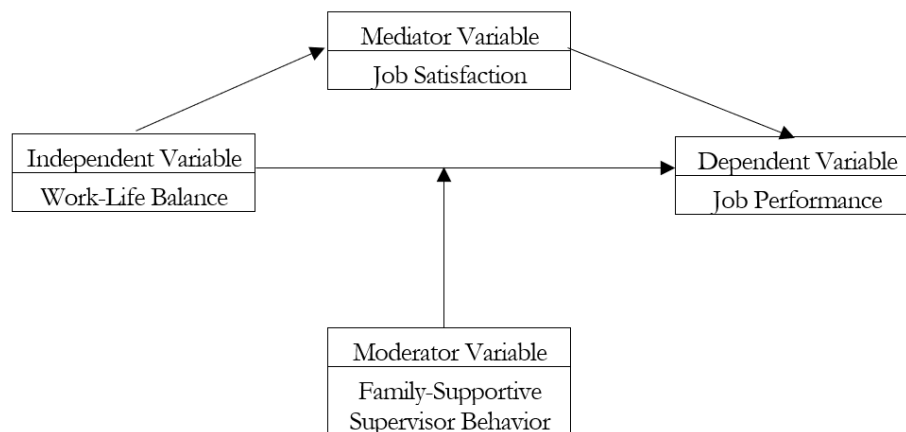
Figure 1. Research framework.

3. Method

This study employs a quantitative explanatory design to examine the effect of Work-Life Balance on Job Performance among Generation Z employees, with Job Satisfaction as a mediating variable and Family-Supportive Supervisor Behavior as a moderating variable. The target population includes Generation Z individuals, born between 1997 and 2012, who are actively employed across various sectors. This study adhered strictly to ethical standards, as participants gave written informed consent, were assured of confidentiality and anonymity, and were informed of their right to discontinue partic-ipation at any time without penalty. The data obtained were securely stored and utilized solely for research objectives

Data were collected via structured questionnaires administered both online and offline, with all items rated on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Purposive sampling was applied to ensure that participants met specific criteria relevant to the study's objectives, namely Gen-eration Z employees actively working in Jakarta across different sectors. In order to achieve a repre-sentative sample aligned with the study's objectives, purposive sampling was applied. The minimum required number of respondents was calculated using the Bernoulli formula at a 95% confidence lev-el, yielding at least 100 participants, which is considered sufficient for the chosen analysis method.

The measurement of variables was carried out using instruments adapted from previously validated scales. Several minor modifications were made to the instruments to ensure contextual relevance for Generation Z employees in Indonesia. Data analysis in this study was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the assistance of SmartPLS 4.0 software. The use of SEM-PLS was considered appropriate because it allows for the testing of com-plex relationships among latent variables, even when sample sizes are relatively small to medium, making it highly suitable for exploratory research (Hair et al., 2021) One of the key strengths of SEM-PLS is its ability to integrate both the measurement model and the structural model within a single framework, which enhances statistical efficiency and provides greater flexibility compared to many other multivariate analy-sis techniques (Hair et al., 2021).

The analytical procedure involved several stages, including testing the validity and reliability of the measurement instruments, assessing the measurement model (commonly referred to as the "outer model"), and evaluating the structural model (also known as the "inner model"). These steps were undertaken to ensure that the instruments used were capable of accurately capturing the constructs under investiga-tion and to examine the strength of the relationships hypothesized among variables. By employing this methodological strategy, the study aims to generate a deeper understanding of the determinants of Generation Z's job performance in the Indonesian context. Furthermore, the findings may assist or-ganizations in crafting human resource management strategies that are more responsive to the charac-teristics of younger generations.

4. Results and Discussion

Result

Demographic Profile

As indicated in Table 2. Demographic profile, the study involved 385 respondents, all of whom belonged to the productive age range. The age distribution, presented in ranges, shows that the largest proportion of respondents were aged 22–25 years (42%), followed by those aged 18–21 years (32%), and the smallest group was aged 26–28 years (26%). This age distribution confirms that most respondents are at the early stage of their professional careers, consistent with the characteristics of employees entering the workforce.

Regarding gender, the majority of respondents were male (59%), while female respondents constituted 41%. In terms of employment status, the majority of respondents (89%) reported being employed as Permanent Employees, while a smaller proportion (11%) were Contract Employees. Furthermore, analysis of length of work (tenure) indicates that more than half of the respondents (52%) had ≤1 year of work experience, while 31% had been employed for 2–3 years, 12% for 4–5 years, and only 5% for >5 years. Educational background also shows that the majority were bachelor's degree graduates (57%), followed by high school graduates (28%), and a proportion with a master's degree (15%). Additionally, the largest proportion of respondents worked in South Jakarta (33%), followed by Central Jakarta (22%), and West Jakarta (19%) with data on Working Area provided instead of sector. This demographic profile illustrates the characteristics of the surveyed workforce, providing a comprehensive representation for this study.

Table 2. Demographic profile.

Criteria		Frequency	Percentage
Gender	Male	195	59%
	Female	189	41%
Age	18 – 21 years	125	32%
	22-25 years	160	42%
	26-28 years	100	26%
Employment Status	Permanent Employee	343	89%
	Contract Employees	42	11%
Working Model	WFO	308	80%
	WFH	50	13%
	Hybrid	27	7%
Length Of Work	≤ 1 year	200	52%
	2-3 years	119	31%
	4-5 years	46	12%
	> 5 years	19	5%
Last Education	High school	108	28%
	Bachelor's degree	220	57%
	Master's degree	58	15%
Working Area	Central Jakarta	85	22%
	West Jakarta	73	19%
	East Jakarta	65	17%
	North Jakarta	35	9%
	South Jakarta	127	33%

Measurement Model

The study employed a two-stage SEM-PLS approach. The first stage involved assessing the measurement model to confirm its reliability and validity, while the second stage focused on evaluating the structural model using path coefficients, R^2 values, and mediation effects. These analyses are summarized in Tables 3 and 4. The assessment of the measurement model serves to verify the soundness of the research findings. This verification is performed by examining key criteria, such as indicator reliability, internal consistency, convergent validity, and discriminant validity. The results presented in Table 4 demonstrate that the measurement model satisfies these criteria, indicating robust internal consistency, reliable indicators, and satisfactory convergent and discriminant validity.

Table 4. Measurement model.

Construct	Item	Loadings	CR	Cronbach's Alpha	Rho A
Work-Life Balance	WLB1	0,831	0,969	0,966	0,966
	WLB2	0,865			
	WLB3	0,857			
	WLB4	0,78			
	WLB5	0,84			
	WLB6	0,849			
	WLB7	0,795			
	WLB8	0,834			
	WLB9	0,859			
	WLB10	0,85			
	WLB11	0,779			
	WLB12	0,84			

	WLB13	0,857			
	WLB14	0,801			
	JP1	0,85			
	JP2	0,848			
	JP3	0,836			
	JP4	0,833			
	JP5	0,84			
	JP6	0,82			
Job Performance	JP7	0,872	0,972	0,969	0,969
	JP8	0,849			
	JP9	0,85			
	JP10	0,841			
	JP11	0,836			
	JP12	0,842			
	JP13	0,828			
	JP14	0,877			
	JS1	0,822			
	JS2	0,801			
	JS3	0,785			
	JS4	0,795			
	JS5	0,816			
Job Satisfaction	JS6	0,839	0,954	0,947	0,948
	JS7	0,819			
	JS8	0,798			
	JS9	0,799			
	JS10	0,811			
	JS11	0,804			
	FSSB1	0,873			
	FSSB2	0,815			
	FSSB3	0,872			
	FSSB4	0,865			
Family-Supportive Supervisor Behavior	FSSB5	0,802	0,956	0,949	0,950
	FSSB6	0,872			
	FSSB7	0,806			
	FSSB8	0,78			
	FSSB9	0,766			
	FSSB10	0,83			

The validation of the measurement model commenced with assessing indicator reliability to establish convergent validity. Individual measurement items are considered reliable if their factor loadings exceed the standard recommended threshold of 0.70, although loadings above 0.50 are frequently deemed acceptable for instrument validation (Hair et al., 2021). The comprehensive analysis demonstrated that all indicators across the four reflective constructs displayed robust loadings, with the lowest observed value being 0.779 (for item WLB11). As a result of these strong factor loadings, no measurement items were necessary to exclude from the model, thus firmly supporting the convergent validity of all constructs.

Subsequently, the internal consistency of the instrument was verified by calculating Composite Reliability (CR) and Cronbach's Alpha. Both metrics should preferably exceed the conventional cut-off value of 0.70 to ensure high internal consistency (Hair et al., 2021). All four constructs exhibited ex-ceptional reliability, with Work-Life Balance recording a CR of 0.969 and an Alpha of 0.966. Simi-larly, Job Performance showed a CR of 0.969 (Alpha 0.965),

Job Satisfaction achieved a CR of 0.957 (Alpha 0.952), and Family-Supportive Supervisor Behavior resulted in a CR of 0.966 (Alpha 0.963). Given that all calculated values substantially surpass the 0.70 criterion, the dependability and consistency of the measurement instrument in capturing the latent variables are strongly validated.

Structural Model And Hypothesis Testing

Table 5. Path Analysis Results.

Hypothesized relationship	Path coefficient	P value	97.5 % confidence interval		T statistic	VIF	F square (f²)
			Low limit	Upper limit			
Direct effect							
WLB -> JP	0.215	0.001	0.301	0.569	3.242	2.635	0.083
WLB -> JS	0.765	0.000	0.298	0.520	18.241	1.000	1.434
JS -> JP	0.418	0.000	0.053	0.354	6.624	2.744	0.299
WLB x FSSB -> JP	0.100	0.003	0.353	0.627	3.011	1.574	0.089
Indirect effect							
WLB -> JS -> JP	0.321	0.000	-0.218	0.012	6.608	-	0.463
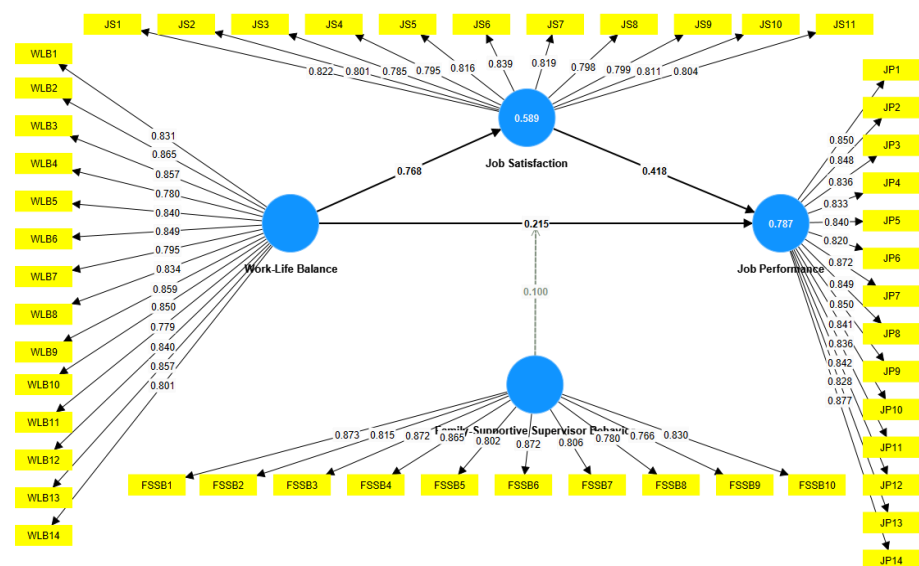
Figure 2. PLS Algorithm Result.

The analytical procedure for hypothesis testing, often executed through path coefficient analysis, is fundamentally used to establish the nature and direction of the variable relationships, confirming whether the association is positive or negative as theoretically predicted. The analysis revealed that all direct and indirect hypotheses were significantly supported. The influence of Work-Life Balance on Job Performance was found to be positive and statistically significant, though it yielded the smallest path coefficient ($\beta = 0.215$; T = 3.242; P < 0.001). Furthermore, Work-Life Balance exhibited a strong positive effect on Job Satisfaction ($\beta = 0.765$; T = 18.241; P < 0.001), indicating that employees with a better balance between work and personal life tend to experience higher levels of satisfaction.

In contrast, the relationship between Job Satisfaction and Job Performance demonstrated strong support ($\beta = 0.418$; T = 6.624; P < 0.001), confirming Job Satisfaction as a significant partial mediator that transmits the positive influence of Work-Life Balance on employee performance. The indirect effect of Work-Life Balance on Job Performance through Job Satisfaction was also significant ($\beta = 0.321$; T = 6.608; P < 0.001), reinforcing the mediating role of satisfaction in this linkage. Moreover, the moderating role of Family-Supportive Supervisor Behavior was empirically supported ($\beta = 0.100$; T = 3.011; P < 0.01), suggesting that the positive impact of Work-Life Balance on Job Performance is strengthened when employees perceive high levels of supervisory

support. Overall, these results confirm that both individual and contextual resources, particularly Work-Life Balance, Job Satisfaction, and Family-Supportive Supervision jointly enhance Job Performance among Generation Z employees in Indonesia's state-owned enterprises.

The analysis of the coefficient of determination (R^2) confirms the model's explanatory power for both endogenous variables. The R^2 value for Job Satisfaction is 0.589 (or 58.9%), indicating that Work-Life Balance and Family-Supportive Supervisor Behavior collectively account for 58.9% of the variance in Job Satisfaction. The remaining 41.1% of the variance is attributable to other exogenous factors not incorporated into the current model. The R^2 value for Job Performance is 0.787 (78.7%). This suggests that Job Performance is highly explained by the combined effect of Work-Life Balance, Job Satisfaction, and Family-Supportive Supervisor Behavior, with 78.7% of its variance accounted for by these predictors. Only 21.3% of the variance is left to be explained by factors outside the scope of this research model. Based on established guidelines, where $R^2 \geq 0.75$ is categorized as strong (high), ≥ 0.50 as moderate, and ≥ 0.25 as weak, we conclude that the model possesses a satisfactory predictive ability. Specifically, the R^2 for Job Performance falls into the strong category, while the R^2 for Job Satisfaction is classified as moderate, validating the overall robust fit of the structural model.

Predictive relevance was assessed using the Stone-Geisser criterion (Q^2), which measures the model's out-of-sample predictive capability for endogenous variables. The data processing results show that Job Performance yielded a Q^2 value of 0.554, and Job Satisfaction yielded a Q^2 value of 0.376. Since both values are significantly greater than zero, the model exhibits good predictive ability for both constructs. Variables with Q^2 values above 0.35 are typically classified as having strong predictive relevance, while values between 0.15 and 0.35 are moderate. Thus, the model's relevance for Job Performance is classified as strong, and for Job Satisfaction as moderate to strong. In contrast, the Family Supportive Supervisor Behavior and Work-Life Balance variables display Q^2 values of 0.000, which is expected as they are defined as exogenous variables in the structural model and, therefore, do not re-quire predictive relevance testing. Overall, these findings confirm that the model possesses strong predictive relevance concerning the primary endogenous variables under investigation.

Discussion And Implications
Discussion

The assessment of the structural model in this study offers a comprehensive insight into the factors influencing job performance among Generation Z employees. The proposed theoretical framework, incorporating work-life balance, job satisfaction, and family-supportive supervisor behavior, effectively explains the substantial variance observed in performance outcomes. This integration of personal, psychological, and contextual elements offers a robust explanation of how young professionals translate workplace experiences into tangible results. The findings firmly establish that these variables—both collectively and individually—play a substantive role in shaping attitudes, motivation, and behavioral outcomes in modern organizational environments. Consequently, all hypothesized direct effects were empirically confirmed, reinforcing the model's theoretical consistency and offering valuable insights into mechanisms that enhance performance among the emerging Generation Z workforce.

Work-life balance was found to directly and significantly enhance job performance (β = 0.215; T = 3.242; P < 0.001), confirming its crucial role in enabling optimal professional output. When Generation Z employees achieve balance, they experience reduced stress and fatigue, facilitating full cognitive and emotional engagement in tasks. Moreover, job satisfaction positively influences job performance as a significant partial mediator (β = 0.418; T = 6.624; P < 0.001), with the indirect effect of work-life balance on performance through job satisfaction also significant (β = 0.321; T = 6.608; P < 0.001). These results demonstrate that emotional well-being acts as a psychological bridge linking contextual resources to performance outcomes, consistent with Social Exchange Theory (Maharani & Ramli, 2024). From a broader perspective, job satisfaction among Generation Z may reflect the degree to which work is perceived as meaningful rather than purely instrumental; when work-life balance supports psychological well-being, employees are more likely to view their work as purposeful and value-aligned, thereby strengthening motivation and performance.

Beyond internal motivation, external factors such as leadership support exert a strong influence. Family-supportive supervisor behavior emerged as a significant moderator,

strengthening the positive relationship between work-life balance and job performance when supervisory support is high ($\beta = 0.100$; T = 3.011; P < 0.01). Supervisors act as "informing agents" by providing timely feedback, effective communication, and emotional support, aligning the study with informing science principles. Empathetic leaders who offer instrumental support signal that the organization values employees holistically (Susanto et al., 2022), prompting reciprocity through heightened loyalty, commitment, and superior output. This synergy underscores how individual and contextual factors interact to amplify employee outcomes.

Considering these variables, Generation Z employees in Jakarta display a distinctive pattern in translating work-life balance, job satisfaction, and supervisory support into performance. Balance enhances performance by reducing stress and enabling engagement, while job satisfaction mediates this link through psychological well-being. Family-supportive supervisor behavior further amplifies balance's impact, reflecting empathetic leadership's role. These patterns align with Generation Z's unique priorities—flexibility, meaningful work, and supportive guidance—distinguishing them from prior generations and emphasizing the need for contextually grounded strategies in competitive urban workplaces.

The findings can also be contextualized through complementary theoretical perspectives. The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 1980) positions work-life balance and family-supportive supervisor behavior as critical resources that help manage demands, reduce stress, and sustain engagement. Meanwhile, Self-Determination Theory (Ryan & Deci, 2000) posits that job satisfaction fulfills needs for autonomy, competence, and relatedness, mediating supportive environments' effects on performance. Integrating these with Social Exchange Theory provides a comprehensive view of how personal, psychological, and relational factors influence Generation Z job performance.

Taken together, these findings extend theoretical understanding of performance among Generation Z by showing dynamic interactions among individual, psychological, and relational factors. The strengthened moderating effect of family-supportive supervisor behavior contrasting some prior inconsistencies, suggests heightened relevance for younger employees valuing empathy and flexibility. The strong mediating role of job satisfaction underscores affective mechanisms as foundational in linking balance to performance. Overall, the study refines work-life interface models by demonstrating balance's greatest efficacy within supportive relational environments and positive emotional experiences, providing a generationally attuned explanation of how work conditions and interpersonal support jointly drive performance.

5. Conclusion

This study provides valuable insights into how Work-Life Balance, Job Satisfaction, and Family-Supportive Supervisor Behavior collectively influence Job Performance among Generation Z employ-ees. Maintaining a healthy balance between professional and personal life directly enhances perfor-mance and strengthens Job Satisfaction, which acts as a key psychological mechanism translating bal-anced work conditions into improved outcomes. The moderating role of Family-Supportive Supervi-sor Behavior underscores the importance of empathetic and supportive leadership, amplifying the positive effects of Work-Life Balance and aligning with Social Exchange Theory, as employees recip-rocate perceived support with increased commitment and productivity. These findings highlight the interplay between personal, relational, and organizational factors in shaping sustainable performance for younger employees. Overall, the results suggest that improving Gen Z performance requires a holistic approach that simultaneously supports employee well-being, strengthens intrinsic satisfaction, and ensures that supervisory practices align with employees' expectations for balanced and meaning-ful work.

Although this research offers important findings, several limitations remain. The use of a cross-sectional design limits the ability to capture dynamic changes, and reliance on self-reported measures may introduce bias. The focus on Generation Z employees in Jakarta constrains generalizability, as urban and competitive labor market conditions may shape attitudes differently. Future research should employ longitudinal study designs, triangulate data from multiple sources, and examine con-textual factors like organizational culture, job autonomy, and digital workload to enhance understand-ing and generalizability. Despite these

limitations, the study offers significant social implications: fos-tering supportive supervision, balanced work environments, and job satisfaction can enhance well-being, engagement, and organizational effectiveness among Generation Z employees.

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