

Date Received :
Date Revised :
Date Accepted :
Date Published :

THE INFLUENCE OF WORK-LIFE BALANCE, WORK ENVIRONMENT, AND WORK STRESS ON EMPLOYEE PERFORMANCE WITH RESILIENCE AS A MEDIATING VARIABLE IN THE MILLENNIAL GENERATION

Tania Salendra

Universitas Pelita Harapan, Indonesia (salendraclinic@gmail.com)

Kata Kunci:

Kata kunci : work-life balance; lingkungan kerja; stres kerja; resiliensi; kinerja karyawan

ABSTRACT

Penelitian ini bertujuan untuk menganalisis pengaruh work-life balance, lingkungan kerja, dan stres kerja terhadap kinerja karyawan generasi milenial dengan resiliensi sebagai variabel mediasi. Permasalahan ini relevan dalam konteks meningkatnya tantangan keseimbangan hidup dan tekanan kerja pada generasi muda. Menggunakan pendekatan kuantitatif eksplanatif, data diperoleh dari 400 responden melalui teknik purposive sampling dan dianalisis dengan metode Partial Least Squares-Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa work-life balance dan stres kerja memiliki pengaruh langsung yang positif dan signifikan terhadap kinerja, begitu pula dengan resiliensi. Sementara itu, lingkungan kerja berpengaruh negatif secara langsung terhadap kinerja, namun meningkatkan resiliensi yang berdampak positif terhadap kinerja. Resiliensi terbukti menjadi mediator signifikan pada hubungan antara stres kerja dan kinerja serta antara lingkungan kerja dan kinerja, tetapi tidak signifikan dalam memediasi pengaruh work-life balance terhadap kinerja. Temuan ini menyoroti pentingnya peran kondisi kerja dan kapasitas psikologis dalam mempengaruhi produktivitas karyawan, serta memperkuat relevansi teori ekspektansi dalam menjelaskan motivasi kinerja. Penelitian selanjutnya disarankan untuk mencakup sampel lintas generasi dan desain longitudinal guna mengevaluasi kestabilan hubungan antar variabel dari waktu ke waktu.

Keywords:

Keywords: work-life balance; work environment; work stress; resilience; employee performance

ABSTRACTS

This study aims to analyze the influence of work-life balance, work environment, and work stress on the performance of millennial employees with resilience as a mediating variable. This issue is relevant in the context of increasing challenges in achieving work-life balance and work-related stress among young people. Using an explanatory quantitative approach, data were collected from 400 respondents through purposive sampling and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results indicate that work-life balance and work stress have a direct, positive, and significant influence on performance, as does resilience. Meanwhile, the work environment has a direct negative influence on performance but enhances resilience, which positively impacts performance. Resilience was found to be a significant mediator in the relationship between work stress and performance, as well as between the work environment and performance, but it was not significant in mediating the influence of work-life balance on performance. These

findings highlight the importance of work conditions and psychological capacity in influencing employee productivity, as well as reinforcing the relevance of expectancy theory in explaining performance motivation. Further research is recommended to include cross-generational samples and longitudinal designs to evaluate the stability of relationships between variables over time.

A. INTRODUCTION

The evolving dynamics of the world of work are influenced by various factors, including technological change, globalization, and increasing demands for flexibility and work-life balance (Huo & Jiang, 2023). Companies today are faced with the challenge of managing increasingly complex employee expectations, such as the need for skills development, a supportive work environment, and policies that are responsive to worker well-being. In addition, increasingly diverse work models, such as remote working and hybrid systems, are also affecting how companies manage employee performance (Hosseini et al., 2024).

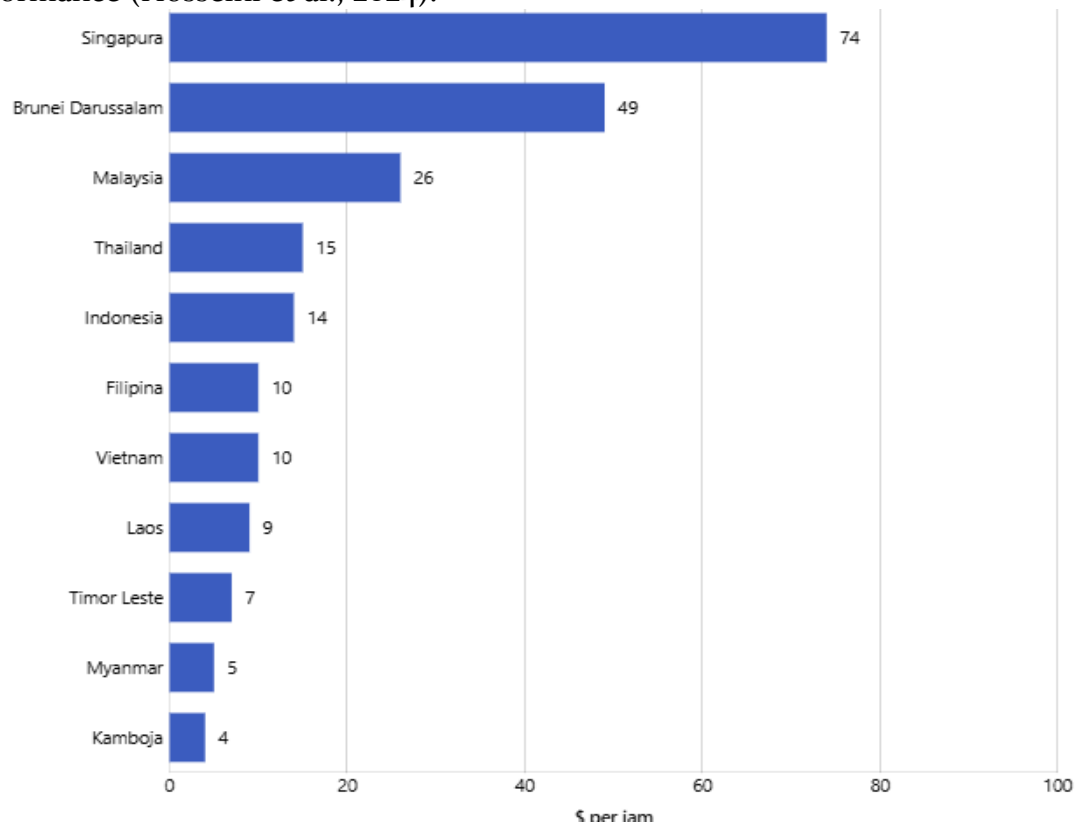


Figure 1: Employee Productivity in Indonesia

Source: Databooks.Katadata (2023)

Based on the International Labor Organization (ILO) report, labor productivity in Indonesia is high in the Southeast Asia region. The ILO assesses productivity based on the value of Gross Domestic Product (GDP) per hour worked, which is calculated using 2017 constant GDP in purchasing power parity (PPP)-based international dollars (\$).

In 2023, Indonesia's labor productivity was recorded at \$14 per hour worked, placing it fifth among ASEAN countries, behind Singapore, Brunei, Malaysia and

Thailand. However, globally, Indonesia is still relatively low in terms of productivity, ranking only 111th out of 189 countries.



Figure 2. Employee performance in Indonesia

Source: Databooks.Katadata (2023)

The Ministry of Manpower calculates national employee performance by dividing the total Gross Domestic Product (GDP) by the total working population. In 2018, Indonesia's employee performance was recorded at IDR82.56 million per employee per year. This figure has increased in the following years, although it experienced a decline in 2020 due to the Covid-19 pandemic. In 2021, performance increased again, reaching IDR86.55 million per employee per year in 2022, which is the highest record in the last five years. Cumulatively, Indonesia's employee performance increased by 4.8% during the 2018-2022 period.

Analysis by Katadata's data journalism team shows that in certain sectors, employees in Indonesia even perform better than neighboring countries. For example, in the information and communication sector, the performance of Indonesian employees reached USD 23.9 per person per hour, higher than Malaysia which only reached USD 16.7 per person per hour.

Employee performance is a central element in achieving organizational goals, because the success of the company depends on the effectiveness and productivity of individuals in carrying out their duties. Factors such as inspiring leadership, a positive work culture, and a fair reward system play an important role in improving employee performance (Zen & Rony, 2023). In addition, investment in training and skills development not only improves employees' competencies, but also encourages their loyalty and engagement in the organization (Sandhya, 2024).

In addition, job satisfaction and intrinsic motivation also play an important role in determining the level of employee performance. Employees who feel valued, get opportunities to develop, and have harmonious working relationships with colleagues and superiors tend to be more productive and contribute optimally to the organization (Stanley & Sebastine, 2023). Therefore, companies need to create policies that support employee well-being, such as work flexibility, mental well-being programs, and an inclusive and supportive work culture.

An effective performance management strategy should include a holistic approach that not only focuses on achieving targets, but also considers employee well-being and happiness. Regular evaluations, constructive feedback, and professional development opportunities can increase employee motivation and loyalty to the

company (Hilman et al., 2022) . By creating a healthy and supportive work environment, organizations can ensure that employees can work optimally and make their best contribution in achieving company goals.

Various factors can affect employee performance, including work-life balance, work environment, and the level of stress experienced by employees in carrying out their duties (Jadmiko et al., 2023) . In addition, resilience or individual resilience also plays a role in helping employees face work challenges and pressures (Fatmasari, 2024) . To achieve an ideal work-life balance, companies need to implement policies that support work flexibility, such as remote work options, flexible working hours, and employee welfare programs. In addition, a work culture that respects the boundaries between work and personal life can help employees manage their responsibilities more effectively (Indradewa & Prasetyo, 2023) . With support from the organization, employees can feel more valued and have control over their work rhythm, thus achieving better productivity without sacrificing physical and mental health.

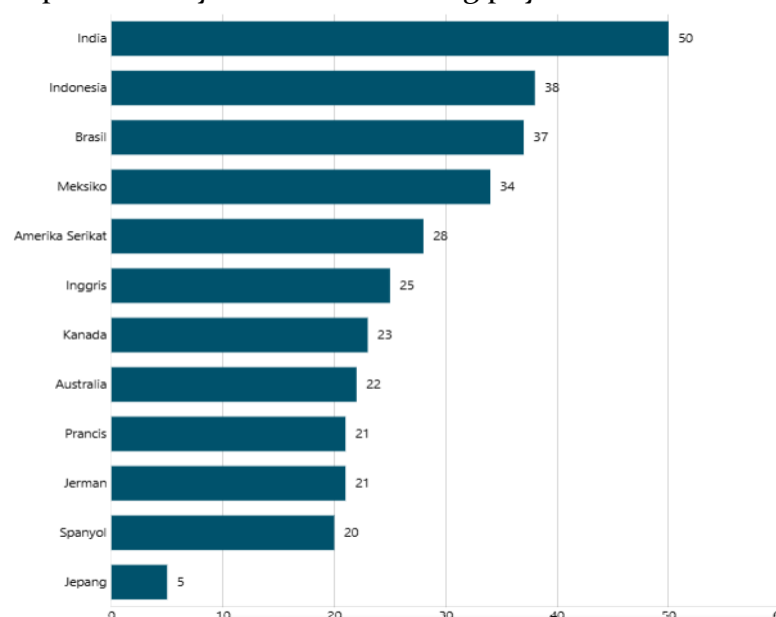


Figure 3: Proportion of Employees with a Healthy Relationship with Work in 12 Countries

Source: Databooks.Katadata (2023)

The Work Relationship Index 2023 report from Hewlett-Packard (HP) reveals that on average only 27% of employees in 12 countries surveyed feel they have a healthy relationship with their work. HP assesses the quality of the relationship based on six key indicators, namely job satisfaction, skills development, quality of leadership in the workplace, involvement in decision-making (people-centricity), availability of work support tools, and workspace flexibility.

Based on the survey results, India recorded the highest proportion with 50% of its employees feeling they have healthy working relationships, followed by Indonesia with 38%. Overall, the majority of countries surveyed were below 50%, including high-income countries such as the United States, United Kingdom, Canada, Australia, France, Germany, Spain and Japan. The HP research team highlighted that this low percentage is a serious cause for alarm, as unhealthy work relationships can negatively impact employees' emotional and physical well-being, such as poor diet, physical inactivity, sleep disturbances and feelings of isolation.

In addition to the role of the company, individuals also need to have strategies in maintaining a balance between work and personal life. Good time management, the ability to set priorities, as well as the awareness to take adequate rest are important steps in avoiding excessive stress (Zen et al., 2024). By creating a healthy balance, employees can not only improve their performance, but also maintain overall satisfaction and happiness in life (Patricia et al., 2025).

To create a positive work environment, companies need to build an organizational culture that supports collaboration, open communication, and appreciation of employee contributions (Eka Arnawa et al., 2024). Empathetic and supportive leadership also plays a role in creating a conducive work atmosphere, where employees feel valued and motivated to give their best (Anastasopoulou et al., 2023). In addition, the provision of adequate facilities, such as comfortable workspaces, access to supporting technology, and employee welfare programs, can increase comfort and efficiency at work.

A good work environment not only impacts productivity, but also contributes to employees' mental and emotional well-being. When employees feel safe, valued and have harmonious working relationships, they tend to be more committed to the organization and have high levels of job satisfaction (Dwitanti et al., 2023). Therefore, investing in creating a healthy and supportive work environment is not only beneficial for individual employees, but also for the long-term sustainability and success of the company.

According to Gallup's State of the Global Workplace 2024 report, workers in Indonesia have the lowest daily stress levels in Southeast Asia, with only 16% reporting experiencing stress (Kompas.com, 2024). This percentage is lower than neighboring countries such as Myanmar (48%) and the Philippines (46%) (Kompas.com, 2024). Globally, Indonesia ranks fourth lowest in terms of workers' daily stress levels (Aspek.id, 2024).

Despite the relatively low daily stress levels of Indonesian workers, a Mercer Marsh Benefits survey shows that 26% of employees in Indonesia experience stress in their daily lives (Kompas.com, 2024). In addition, 45% of employees admitted to having worked when they were mentally unwell (Suara.com, 2024). This shows that despite low levels of daily stress, mental health issues in the workplace still require attention.

One of the main strategies in managing work stress is to create a work environment that supports employee well-being. Companies can implement work flexibility policies, provide mental well-being programs, and encourage a work culture that values work-life balance (Primadi et al., 2023). In addition, effective communication between supervisors and employees also plays an important role in reducing work pressure, for example by providing clear expectations, constructive feedback, and support in solving job challenges (Aisyah et al., 2021).

On the other hand, employees also need to have personal strategies to manage stress effectively. Good time management, relaxation techniques such as meditation or exercise, and maintaining a healthy lifestyle can help reduce the negative impact of work stress. In addition, building positive social relationships with coworkers and seeking support when facing pressure can provide better emotional balance (Aviola et al., 2022).

High resilience in employees can be developed through various factors, such as social support, stress management skills, and a positive mindset. Companies can play a role in improving employee resilience by providing stress management training,

mentorship programs, and a work environment that supports mental and emotional well-being (Subari & Sawitri, 2022). In addition, inspirational and empathic leadership also contributes to building mental resilience in employees, so that they are better prepared to face challenges without experiencing excessive pressure. On the other hand, individuals can also strengthen resilience by developing a flexible and optimistic mindset, building problem-solving skills, and maintaining a balance between work and personal life (Honkley et al., 2024).

To overcome these challenges, companies need to adopt strategies that support work-life balance, create a positive work environment, and provide support in building employee resilience. Work flexibility policies, stress management skills development, and an inclusive work culture can help employees, especially millennials, better cope with work pressures (Aulia et al., 2024). In addition, a more empathetic and participatory leadership approach can increase employee engagement and loyalty, thereby reducing the risk of burnout and high turnover.

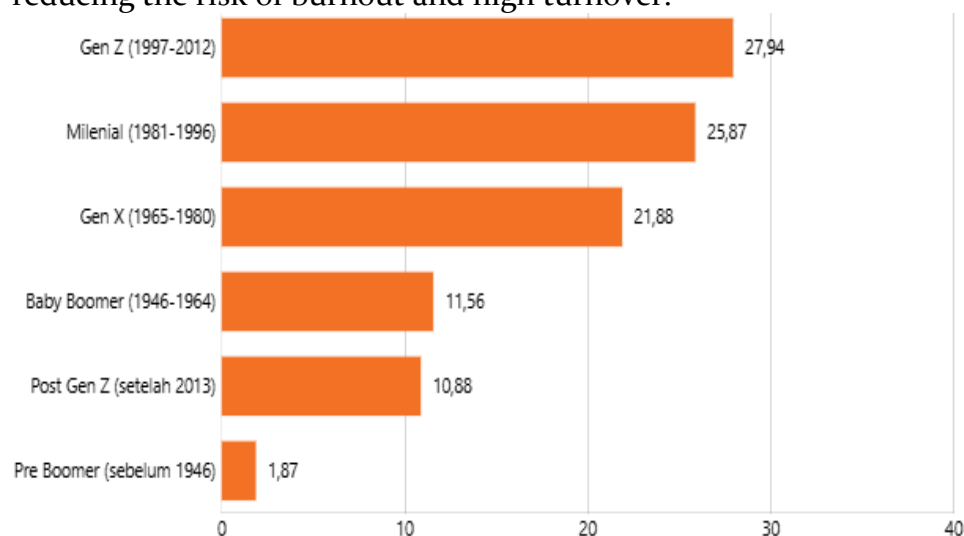


Figure 4: Proportion of Generational Population in Indonesia

Source: Databooks.Katadata (2021)

Based on the results of the 2020 Population Census, the majority of Indonesia's population comes from Generation Z, with a total of 74.93 million people or around 27.94% of the total population. Currently, Generation Z is in the age range of 8 to 23 years old. Although not all of them are in the productive age group, in the next seven years, all of Generation Z will reach that stage. Apart from Generation Z, other productive age groups consist of the Millennial Generation with 69.38 million people (25.87%) and Generation X with 58.65 million people (21.88%). Meanwhile, the group with the least number is Pre Boomer, which only reaches 5.03 million people or 1.87% of the total population.

Millennials were chosen as the object of research because they are the age group that currently dominates the workforce and have unique characteristics in dealing with the world of work. This generation tends to have high expectations of work-life balance, and is more sensitive to work environment factors and work stress. In addition, millennials also face various challenges in developing resilience to maintain optimal performance in the midst of rapid and stressful changes in the world of work.

B. METHOD

This study uses a quantitative approach with an explanatory design to analyze the effect of work-life balance, work environment, and work stress on the performance of millennial generation employees, with resilience as a mediating variable. Respondents consisted of millennial employees (aged 27-42 years) who work in various sectors in North Jakarta. The data collection technique was carried out through distributing Likert scale-based questionnaires to 400 respondents selected using purposive sampling method based on certain criteria such as age, domicile, and minimum work experience of one year.

The variables measured include work-life balance (with indicators: time balance, involvement, and satisfaction), work environment (physical conditions, social relationships, management support, work facilities), work stress (workload, time pressure, role vagueness and conflict), employee performance (quantity, quality, timeliness, and initiative), and resilience (adaptation, emotional management, problem solving, optimism) (Sugiyono, 2020) . Data analysis was conducted using SEM-PLS.

C. RESULT AND DISCUSSION

Findings

Table 1. Summary of Hypothesis Test Results

No.	Relationship	Original Sample (O)	T Statistics	P Values	Interpretation
1	Work Environment→ Employee Performance	-0.202	3.395	0.001	Significant
2	Work Environment→ Resilience	0.394	9.380	0.000	Significant
3	Resilience→ Employee Performance	0.284	2.683	0.007	Significant
4	Job Stress→ Employee Performance	0.614	8.474	0.000	Significant
5	Job Stress→ Resilience	0.342	5.631	0.000	Significant
6	Work-Life Balance→ Employee Performance	0.259	2.631	0.009	Significant
7	Work-Life Balance→ Resilience	0.268	3.305	0.001	Significant
8	Job Stress→ Resilience→ Employee Performance	0.097	2.586	0.010	Significant
9	Work-Life Balance→ Resilience→ Employee Performance	0.076	1.918	0.055	Not Significant
10	Work Environment→ Resilience→ Employee Performance	0.112	2.560	0.011	Significant

Based on the results of the analysis using Partial Least Squares (PLS), it was found that of the ten relationship paths between variables tested, nine of them showed a statistically significant effect ($p < 0.05$), while one path showed insignificant results.

1. The t-statistic value of the effect of the work environment on employee performance is greater than the t-table (1.967) which is 3.395, with an effect of -0.202 and a P-value < 0.05 , namely 0.001. So it can be concluded that the direct effect of the work environment on employee performance is negative and significant. So in accordance with the hypothesis, H_1 is accepted.
2. The t-statistic value of the effect of the work environment on resilience is greater than the t-table (1.967) which is 9.380, with an effect size of 0.394 and a P-value < 0.05 , namely 0.000. So it can be concluded that the direct effect of the work

environment on resilience is positive and significant. So in accordance with the hypothesis, H₂ Accepted.

3. The t-statistic value of the effect of resilience on employee performance is greater than the t-table (1.967) which is 2.683, with an effect size of 0.284 and a P-value <0.05, namely 0.007. So it can be concluded that the direct effect of resilience on employee performance is positive and significant. So in accordance with the hypothesis, H₃ is accepted.
4. The t-statistic value of the effect of work stress on employee performance is greater than the t-table (1.967) which is 8.474, with a magnitude of influence of 0.614 and a P-value <0.05, namely 0.000. So it can be concluded that the direct effect of work stress on employee performance is positive and significant. So in accordance with the hypothesis, H₄ is accepted.
5. The t-statistic value of the effect of job stress on resilience is greater than the t-table (1.967) which is 5.631, with an effect size of 0.342 and a P-value <0.05, namely 0.000. So it can be concluded that the direct effect of job stress on resilience is positive and significant. So in accordance with the hypothesis, H₅ is accepted.
6. The t-statistic value of the effect of work-life balance on employee performance is greater than the t-table (1.967) which is 2.631, with an effect of 0.259 and a P-value <0.05, namely 0.009. So it can be concluded that the direct effect of work-life balance on employee performance is positive and significant. So in accordance with the hypothesis, H₆ is accepted.
7. The t-statistic value of the effect of work-life balance on resilience is greater than the t-table (1.967) which is 3.305, with an effect size of 0.268 and a P-value <0.05, namely 0.001. So it can be concluded that the direct effect of work-life balance on resilience is positive and significant. So in accordance with the hypothesis, H₇ is accepted.
8. The t-statistic value of the effect of work stress on performance through resilience is greater than the t-table (1.967) which is 2.586, with an effect size of 0.097 and a P-value <0.05, namely 0.010. So it can be concluded that the indirect effect of work stress on employee performance through resilience is positive and significant. So in accordance with the hypothesis, H₈ is accepted.
9. The t-statistic value of the effect of work-life balance on performance through resilience is smaller than the t-table (1.967) which is 1.918, with an effect size of 0.076 and a P-value > 0.05, namely 0.055. So it can be concluded that the indirect effect of work-life balance on performance through resilience is not significant. Then the hypothesis H₉ is rejected.
10. The t-statistic value of the effect of the work environment on performance through resilience is greater than the t-table (1.967) which is 2.560, with an effect size of 0.112 and a P-value <0.05, namely 0.011. So it can be concluded that the indirect effect of the work environment on employee performance through resilience is positive and significant. So in accordance with the hypothesis, H₁₀ is accepted.

Discussion

H₁: Work-life balance has a positive effect on employee performance

The results of the analysis show that work-life balance has a positive and significant effect on employee performance with a t-statistic value of 2.631, greater than the t-table (1.967), a coefficient value of 0.259, and a p-value of 0.009 (<0.05). This means that the more balanced work and personal life owned by employees, the higher the performance shown. This result supports hypothesis H₁.

This finding is in line with expectancy theory, specifically the expectancy component, which states that when employees feel they have control over their time and balanced involvement between work and personal life, they tend to believe that their efforts will result in good work performance. Work-life balance creates psychological conditions that support concentration and work effectiveness, as employees do not feel burdened by role or time conflicts.

These results are also supported by research Mujahidin et al., (2023) and Sari & Iryanti (2024) which shows that work-life balance significantly improves employee performance. Employees who can balance professional and personal responsibilities will have more stable energy, motivation, and mental health to achieve organizational performance targets.

H2: Work environment has a positive effect on employee performance

Statistically, the effect of work environment on employee performance shows a t-statistic value of 3.395, with a coefficient value of -0.202 and a p-value of 0.001. Although the effect is significant, the negative direction of the coefficient indicates that the perception of a work environment that is too comfortable can actually reduce the challenge and enthusiasm of employees. Therefore, H2 is not accepted because the direction of influence is not as expected.

In the context of expectancy theory, this finding indicates that although a good work environment can fulfill the valence and instrumentality factors, under certain conditions it can reduce intrinsic motivation due to lack of productive pressure. This can happen if the comfort of the environment is not matched by challenging work targets.

However, these results differ from the findings of previous studies such as Mujahidin et al., (2023) and Mustikasari & Frianto (2023) , which state that the work environment has a positive effect on performance. This difference in results suggests the importance of considering the context of work culture and the characteristics of the millennial generation in interpreting work comfort.

H3: Job stress negatively affects employee performance

The test results show that job stress has a positive and significant effect on employee performance with a coefficient value of 0.614, a t-statistic value of 8.474, and a p-value of 0.000. These results show a direction that is not in accordance with the initial hypothesis, so H3 is not accepted.

This finding suggests that in certain contexts, work stress can be a form of eustress that encourages employees to be more focused and motivated in completing their tasks. This is also related to expectancy theory, where work stress that is still within reasonable limits can increase the expectancy that efforts made under pressure will bring good results.

This finding contradicts research by Sari & Iryanti (2024) , which found that work stress negatively impacts performance. However, in this study, work stress actually triggers work enthusiasm and improves performance, especially if employees have good coping capacity.

H4: Work-life balance has a positive effect on employee resilience.

The results of the analysis show that work-life balance has a positive and significant effect on resilience with a t-statistic value of 3.305, a coefficient of 0.268, and a p-value of 0.001. This means that the balance between work and personal life contributes to increasing employees' adaptive abilities.

Theoretically, work-life balance allows individuals to better manage pressure and maintain emotional balance. Thus, resilience as a form of psychological endurance is increasingly formed. In expectancy theory, work-life balance strengthens the expectancy value because individuals feel more physically and mentally prepared to work.

This result is in accordance with the findings of Sakinah et al (2024) and Azizah & Rozaq (2021), which states that work-life balance increases affective commitment and emotional resilience, making it easier for employees to deal with work pressure.

H5: Work environment has a positive effect on employee resilience

The t-statistic value of the effect of work environment on resilience is 9.380, greater than the t-table of 1.967, with a coefficient of 0.394 and a p-value of 0.000. These results indicate that a good work environment significantly increases employee resilience.

A positive work environment provides social support, adequate facilities, and harmonious interpersonal relationships, all of which help shape employees' psychological resilience. Within the framework of expectancy theory, a supportive work environment increases expectancy and instrumentality as employees feel their efforts will be aided by the surrounding conditions.

This finding is supported by Retnaning et al., (2024) and Setiani & Novitasari, (2023), which shows that a conducive work environment can reduce stress and build resilience in the face of work pressure.

H6: Job stress negatively affects employee resilience

Although hypothesis H6 states that job stress will negatively impact resilience, the results show a positive direction with a t-statistic value of 5.631, a coefficient of 0.342, and a p-value of 0.000. This means that H6 is not accepted because the direction of the relationship is not as expected.

This finding suggests that a certain dose of stress can be a trigger for psychological growth (post-traumatic growth) that strengthens resilience, especially in millennials who are used to multitasking and facing challenges quickly. This is in line with the theory of coping and self-control which is also relevant to the concept of expectancy.

While these results contradict Muharramainil's research (2023), it is important to note that job stress in the context of this study is not destructive distress, but rather a form of positive pressure that can increase employee resilience.

H7: Resilience has a positive effect on employee performance

The test results show that resilience has a positive and significant effect on employee performance with a t-statistic value of 2.683, a coefficient of 0.284, and a p-value of 0.007. This means that hypothesis H7 is accepted.

Resilient employees have the ability to adapt and cope with pressure effectively, so they can still maintain work performance even in non-ideal conditions. This is in accordance with the expectancy component which states that belief in positive outcomes increases if individuals have strong psychological capacity.

This finding is consistent with previous studies, such as those presented by Farida & Wahyu Gunawan (2023), which states that resilience is an important buffer in maintaining productivity amid challenging work dynamics.

H8: Resilience mediates the relationship between work-life balance and employee performance.

The t-statistic value on this mediation path is 1.918 with a p-value of 0.055 (> 0.05), so the effect is not significant. Then hypothesis H8 is not accepted.

These results suggest that while work-life balance can shape resilience, its indirect effect on performance is not strong enough to be considered significant. In other words, resilience does not fully bridge the relationship between work-life balance and job performance.

This finding implies that work-life balance has a more direct impact on performance than through the psychological pathway of resilience. This suggests the importance of direct intervention in the work system to maintain performance.

H9: Resilience mediates the relationship between work environment and employee performance.

The test results show a t-statistic value of 2.560, a coefficient of 0.112, and a p-value of 0.011. Thus, hypothesis H9 is accepted because the mediation of resilience is proven to be significant.

This reinforces the argument that a good work environment not only directly enhances work comfort, but also psychologically strengthens an individual's resistance to stress, resulting in improved work performance.

Within the framework of expectancy theory, a supportive work environment strengthens instrumentality because it makes individuals believe that the conditions available will help them achieve expected work outcomes.

H10: Resilience mediates the relationship between job stress and employee performance

This hypothesis is supported by the test results with a t-statistic value of 2.586, a p-value of 0.010, and a coefficient of 0.097. This means that H10 is accepted because resilience is proven to mediate the effect of job stress on performance.

This finding shows that although work stress can be a burden, employees with high resilience can manage the pressure adaptively, so they can still achieve good performance. In expectancy theory, this reinforces the expectancy aspect itself.

These findings reinforce the importance of organizational strategies in building resilience as a safeguard against the negative impacts of work stress. Stress management training programs and social engagement are needed to support this.

D. CONCLUSION

Based on the results of hypothesis testing and discussion, this study concludes that work-life balance, work environment, and work stress have a significant effect on employee performance, both directly and through the mediating role of resilience.

Work-life balance and work stress have a positive and significant direct effect on performance, as well as resilience, which shows the importance of personal well-being and ability to deal with pressure in increasing work productivity. Meanwhile, while work environment significantly influenced resilience, its direct relationship to performance was negative, indicating a more complex dynamic influenced by perceived comfort and motivation.

Resilience emerged as an important mediator, especially in the relationships between work stress and performance, as well as between work environment and performance. However, the indirect effect of work-life balance on performance through resilience was not statistically significant, indicating that the influence of work-life balance is stronger through the direct route. These findings emphasize the important role of organizations not only in providing a supportive environment and promoting balance, but also in strengthening the psychological resilience of millennial generation employees.

For future research, it is recommended that the sample be expanded across different generational groups and organizational contexts to test the consistency of this relationship. In addition, the use of longitudinal data will provide a better picture of changes over time and the validity of causal relationships. Exploration of other psychological constructs such as emotional intelligence or mindfulness may also enrich the understanding of the factors that mediate working conditions and employee performance.

REFERENCES

- Aisyah, N., Wolor, C. W., & Usman, O. (2021). The Effect of Job Satisfaction and Work-Life Balance on Employee Performance with Organizational Commitment as Mediating Variable. *Oblik i Finansi*, 3(3(93)), 97–106. [https://doi.org/10.33146/2307-9878-2021-3\(93\)-97-106](https://doi.org/10.33146/2307-9878-2021-3(93)-97-106)
- Anastasopoulou, A., Vraimaki, E., & Trivellas, P. (2023). Recovery for Resilience: The Mediating Role of Work-Life Balance on the Quality of Life of Women Employees. *Sustainability (Switzerland)*, 15(17), 1–18. <https://doi.org/10.3390/su151712877>
- Aulia, M., Rismansyah, & Maliah. (2024). *Pengaruh Work-Life Balance Dan Burnout Terhadap Kepuasan Kerja Karyawan PT . Pegadaian Cabang Palembang menjadi pusat perhatian dalam manajemen sumber daya manusia pada zaman sekarang . disebut burnout . Burnout seringkali muncul sebagai akibat dari tekan*. 4, 16639–16650.
- Aviola, S., Fahmy, R., & Lukito, H. (2022). The Effect of Work-Life Balance and Work Environment on Job Satisfaction with Work Stress as a Mediating Variable at the Class I Immigration Office of TPI Padang. *Journal of Social Research*, 2(1), 51–64. <https://doi.org/10.55324/josr.v2i1.441>
- Azizah, A. N., & Rozaq, K. (2021). Pengaruh work-life balance dan job involvement terhadap in-role performance dengan affective commitment sebagai variabel mediasi. *Jurnal Ilmu Manajemen*, 11(1), 48–56.
- Dwitanti, E., Murwani, F. D., & Siswanto, E. (2023). the Effect of Work-Life Balance on Employee Performance Through Work Stress and Workload. *International*

- Journal of Business, Law, and Education*, 4(2), 569–586.
<https://doi.org/10.56442/ijble.v4i2.211>
- Eka Arnawa, I. P. A., Suardhika, I. N., & Aristana, I. N. (2024). Employee Resilience as Strengthening the Influence of Work Life Balance and Servant Leadership on Employee Engagement (Study at the Badung Regency Regional Research and Innovation Agency). *Journal of Economics, Finance And Management Studies*, 07(07), 4542–4552. <https://doi.org/10.47191/jefms/v7-i7-71>
- Farida, & Wahyu Gunawan, A. (2023). Pengaruh Work Liffe Balance Terhadap Employee Performance Dengan Job Stress Dan Job Commitment Sebagai Variabel Mediasi. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 10(1), 73–95. <https://doi.org/10.35794/jmbi.v10i1.46205>
- Fatmasari, S. (2024). *Work-Life Balance and Professional Development : Their Impact on Employee Performance*. 7(4), 409–424.
- Hilman, H., Ronny Edward, Y., & Faris, S. (2022). The Effect Of Work Life Balance And Work Stress On Performance With Job Satisfaction As Intervening Variables At The Office Of Theminsty Of Religion, Selatan Tapanuli Regency. *International Journal of Science, Technology & Management*, 3(5), 1321–1328. <https://doi.org/10.46729/ijstm.v3i5.606>
- Honkley, T., Tambunan, D., Fadli, A., Bhastary, M., & Syahbana, A. (2024). *Pengaruh Work Life Balance, Stres Kerja Dan Kepuasan Terhadap Kinerja Karyawan*. 6(1), 16–27.
- Hosseini, E., Doaei, Z. S., Jamadi, A., & Yazdani, M. (2024). Examining the Effect of Resilience on Job Engagement with the Mediation of Psychological Empowerment and Job Burnout. *Interdisciplinary Journal of Management Studies*, 17(2), 475–490. <https://doi.org/10.22059/IJMS.2023.349196.675404>
- Huo, M. L., & Jiang, Z. (2023). Work–life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences*, 205(January), 112109. <https://doi.org/10.1016/j.paid.2023.112109>
- Inradewa, R., & Prasetyo, A. A. (2023). The influence of flexible working arrangements and work-life balance on job satisfaction: A double-layered moderated mediation model. *Jurnal Ekonomi Dan Bisnis*, 26(2), 449–476. <https://doi.org/10.24914/jeb.v26i2.9551>
- Jadmiko, P., Azliyanti, E., & Sakti, M. R. P. (2023). Religiosity as a Stress Buffer: An Investigation of Muslim Women’s Work-Life Conflict and Job Stress among Minangkabau Women. *Journal of Islamic Economic and Business Research*, 3(2), 181–197. <https://doi.org/10.18196/jiebr.v3i2.213>
- Muharramainil, F. B. (2023). *Pengaruh Beban Kerja Dan Resiliensi Terhadap Job Burnout Dengan Stres Kerja Sebagai Variabel Mediasi: Studi Pada Perawat RSUD Aisyiyah Padang*. Universitas Andalas.
- Mujahidin, N., Kasran, M., Sampetan, S., & Palopo, U. M. (2023). The Influence Of Work-Life Balance, Work Stress And Work Environment On Employee Performance In The Regional Financial And Asset Management Agency In Palopo City Pengaruh Work-Life Balance, Stres Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada B. *Management Studies and Entrepreneurship Journal*, 4(2), 2213–2206.
- Mustikasari, D., & Frianto, A. (2023). *Pengaruh stres kerja terhadap kinerja karyawan*

- melalui work-life balance sebagai variabel intervening. 12, 469–480.
- Patricia, A., Fauzan, R., & Jaya, A. (2025). PENGARUH WORK FROM HOME TERHADAP JOB SATISFACTION KARYAWAN REMOTE : PERAN WORK-LIFE BALANCE DAN WORK STRESS. 14(1), 75–89.
- Primadi, C. S., Josua, P. S., Wenny, D. F., Bkti, S., & Rachmat, P. (2023). Analysis of Work-Life Balance and Resilience: For Support Employee Performance in Logistics Company. *International Journal of Integrative Sciences*, 2(5), 535–554. <https://doi.org/10.55927/ijis.v2i5.4186>
- Retnaning, F., Dharmayanti, D., Setyorini, N., & Darmaputra, M. F. (2024). Analisis Pengaruh Work Life Balance , Lingkungan Kerja , Kompetensi Profesional Kerja dan Keterlibatan Kerja Terhadap Kinerja Guru SD Kecamatan Mlonggo Analysis of the Influence of Work-Life Balance , Work Environment , Work Professional Competence and Wo. 7(November), 339–351.
- Sakinah, N., Amenike, D., Rahayuningsih, T., & Anggreiny, N. (2024). PENGARUH RESILIENCE TERHADAP STRES KERJA TENAGA KESEHATAN YANG BERADA DI DESA The Influence Of Resilience On Job Stress Among Healthcare In Rural Areas. 17(1), 30–40. <https://doi.org/10.30813/psibernetika>
- Sandhya, D. S. (2024). A conceptual framework for the work–life balance of police officers: a post-COVID-19 perspective. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2304429>
- Sari, R. M., & Iryanti, E. (2024). Pengaruh Work Life Balance Dan Stres Kerja Terhadap Kinerja Karyawan PT Petrokopindo Cipta Selaras. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial (JMPIS)*, 5(6).
- Setiani, R., & Novitasari, D. (2023). Pengaruh Beban Kerja, Lingkungan Kerja, Dan Dukungan Sosial Terhadap Stres Kerja Karyawan Di Puskesmas Kasihan 1 Bantul. *Jurnal Riset Akuntansi Dan Bisnis Indonesia*, 3(1), 270–289. <https://doi.org/10.32477/jrabi.v3i1.685>
- Stanley, S., & Sebastine, A. J. (2023). Work-life balance, social support, and burnout: A quantitative study of social workers. *Journal of Social Work*, 23(6), 1135–1155. <https://doi.org/10.1177/14680173231197930>
- Subari, R. V. Y., & Sawitri, H. S. R. (2022). The effect of work from home toward work-life balance and productivity with work stress as a mediating variable: Study on employees of Financial Services Authority (OJK RI). *Asian Management and Business Review*, 2(2), 176–192. <https://doi.org/10.20885/ambr.vol2.iss2.art6>
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung). Alfabeta, Cv.
- Zen, A., Ali, H., Sastrodiharjo, I., & Hidayat, W. W. (2024). The Impact of Resilience , Commitment , and Psychological Well- being on Sustainability with Performance as a Mediating Variable : An Organizational Study. 6(2), 1–20.
- Zen, A., & Rony, Z. T. (2023). Implementation Employee Wellbeing: Analysis of Work-Life Balance, Resilience, Assessment, and Coaching. *East Asian Journal of Multidisciplinary Research*, 2(6), 2525–2540. <https://doi.org/10.55927/eajmr.v2i6.4686>

