



Flextime and Gen Z Work-Life Balance: The Moderating Roles of Job Crafting and Boundary Management

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This research study examines the effectiveness of flextime policy on the Work-Life Balance (WLB) of Generation Z employees by evaluating the dual moderating roles of Job Crafting (an expansive strategy) and Boundary Management Strategies (a protective strategy). Flexible work arrangements (flextime) are often assumed to be the ideal solution for achieving Work-Life Balance (WLB). However, for Generation Z employees, this autonomy frequently triggers the "Autonomy Paradox," which blurs the boundaries between work and personal time. Using an explanatory quantitative approach, a survey was distributed to 400 Generation Z employees across various industries in Indonesia who have access to flexible work arrangements. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software. The results indicate that flextime policy, in isolation, does not significantly affect WLB. Furthermore, Job Crafting behavior does not strengthen this relationship and instead risks triggering self-exploitation. Conversely, Boundary Management Strategies significantly strengthen the positive impact of flextime on WLB. The conclusion of this study emphasizes that time flexibility requires individuals' ability to establish firm boundaries (psychological detachment). As a managerial implication, organizations are advised not merely to provide time autonomy but also to facilitate digital boundary management training.

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INTRODUCTION

The contemporary world of work is in the midst of a seismic shift, driven by the massive influx of the Generation Z (Gen Z) workforce. This generation, who was born and raised as Digital Natives, not only entering the workforce with a well-rounded set of technological skills, but also with fundamental expectations and values that re-define the social contract between the company and employees. After observing the Millennial generation Burnout, Gen Z explicitly demands more than just financial compensation; they are looking for meaningful employment (Purpose), self-development, autonomy, and most importantly, Work-life balance (WLB) ([Rensiana et al., 2024](#)). For Gen Z, WLB is no longer a "bonus" or additional perk, but has evolved into a

non-negotiable prerequisite for choosing and committing to an organization ([Hendriana et al., 2023](#)).

The organization's failure to meet WLB's expectations has immediate and costly consequences. Studies in Indonesia have consistently shown that poor WLB and neglected mental health are directly correlated with high intention to go out (turnover intention) among Gen Z workers ([Sandini et al., 2024](#)). In the era of the "talent wars" (War for Talent), organizations are encouraged to adapt radically. The most common and strategic response is through the implementation of the Flexible Work Policy or Flexible Work Arrangements (FWA), where flextime (flexible working hours) is one of its main pillars ([Wilson, 2009](#)). Theoretically, within the

framework of Job Demands-Resources (JD-R) Model, flextime should serve as Job Resource (work resources) that are crucial. By providing autonomy and control over work schedules, this policy is expected to help employees manage work demands, reduce work-life conflicts, and ultimately improve WLB ([Anhar et al., 2025](#); [Retnowati et al., 2024](#)).

However, this is where the core problem that many organizations face: the implementation of FWA in the field often fails to deliver the expected results. A phenomenon that researchers call the "flexibility paradox" has emerged ([Wang & Xie, 2023](#)). Policies designed to grant freedom, in fact, can ironically create a new set of demands (New Demands). Flexibility of time and location, especially in the work era Remote and Hybrid, has blurred the physical and psychological boundaries between the domains of work and personal life ([Berger, 2023](#)). Employees may feel obligated to stay connected and responsive outside of traditional working hours as a "reward" for the flexibility provided. This creates an "always-on" culture (always-on) which can actually increase the intensification of work, techno-stress, and ultimately worsening the WLB ([Wilson, 2009](#)).

The second problem, which reinforces this paradox, is the effectiveness of non-uniform policies. Formal availability of policies flextime on paper does not automatically guarantee a better WLB ([Alamudi, 2025](#)). A study in the Indonesian context surprisingly found that the association between FWA and WLB in Gen Z workers was positive but weak, with FWA contributing only a small fraction to the WLB variant ([Soeradi & Yuniasanti, 2024](#)). These findings clearly indicate that policy alone is not enough. There is a huge gap between policies that are designed in a way that top-down (by the organization) and the reality of WLB experienced in Bottom Up (by individuals).

A critical research gap arises from this fragmentation. While previous HRM and organizational behavior literature has widely discussed the direct relationship between flextime, job crafting, and WLB ([Noerchoidah & Indriyani, 2022](#)), it predominantly views proactive behavior through a single lens. Very few studies explicitly integrate and compare contrasting individual strategies to answer the question: Why does flextime succeed for some Gen Z employees but fail for others?

Therefore, the novelty of this research lies in its theoretical integration of the "Autonomy Paradox" with a dual moderation mechanism that tests two distinct, and often opposing, individual proactive behaviors: Job Crafting (an expansive strategy aimed at increasing job resources/challenges) and Boundary Management Strategies (a protective strategy aimed at setting firm limits and psychological

detachment). This study argues that in a flexible work environment, the conventional assumption that "doing more" (job crafting) improves WLB might be flawed for Gen Z, potentially leading to self-exploitation. Instead, this research proposes that "knowing when to stop" (boundary management) is the critical missing link. By simultaneously testing these dual moderators, this study provides a fresh, comprehensive perspective on how to effectively manage the "always-on" culture generated by flextime policies.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Boundary Theory

Boundary Theory, popularized by [Ashforth et al. \(2000\)](#) and [Clark \(2000\)](#), provides a lens for understanding how individuals create, maintain, and cross physical, temporal, and cognitive boundaries between work roles and personal lives. At the heart of this theory is the concept of "role transitions". In traditional work models, these transitions occur infrequently and predictably (e.g., commuting to and from the office). However, in the context of flexible work policies (flextime), these boundaries become permeable or translucent. [Nippert-Eng \(2008\)](#) emphasized that in the absence of an external structure (rigid office hours), individuals are forced to do "boundary work" independently. Failure to do this boundary work leads to "role blurring", where work stress invades rest time, which directly damages work-life balance.

Job-Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory developed by [Bakker & Demerouti \(2017\)](#) posits that employee well-being is determined by the interaction between job demands and job resources. In this study, Flextime is categorized as a structural resource that provides autonomy. However, JD-R also recognizes the existence of personal resources, which are the psychological characteristics of individuals that help them manage their environment. This is where the novelty of this research lies: we dissect personal resources into two different types, namely the expansive type (Job Crafting - Z1) and the protective type (Boundary Management - Z2). The JD-R theory predicts that structural resources (flextime) will not be effective in reducing burnout if they are not supported by the right optimization of personal resources.

Work-Life Balance in the Context of Generation Z

Work-Life Balance (WLB) in contemporary literature is no longer defined as a

mathematical time balance (50:50), but rather as psychological satisfaction of an individual's dual function at home and work ([Greenhaus et al., 2003](#)). For Generation Z (born 1997-2012), the definition of WLB has undergone a significant shift in meaning. In contrast to previous generations who tended to compartmentalize work and life, Gen Z grew up as digital natives accustomed to constant connectivity. [Schroth \(2019\)](#) notes that although Gen Z is very vocal about mental health issues, they are paradoxically the generation that finds it most difficult to "turn off" work devices. The phenomenon of Fear of Missing Out (FOMO) and the pressure to always be responsive (Telepressure) makes the achievement of WLB for this generation much more complex than the previous generation.

Flexitime Policy Effectiveness

Flexitime is defined as an organizational policy that gives employees the discretion to determine the start and end times of work, as long as the duration or target of work is met ([Allen et al., 2013](#)). Traditionally, flexitime has been considered a "panacea" for WLB. However, recent research is starting to reveal its dark side. [Kelliher and Anderson \(2010\)](#) introduces the concept of Work Intensification, in which employees who are given flexibility tend to return the favor (Social Exchange Theory) by working harder and longer. [Mazmanian et al. \(2013\)](#) call this The Autonomy Paradox: the autonomy that flexitime provides actually traps employees in a non-stop work cycle due to the loss of the "quit work" signals that are usually provided by the physical office environment. Therefore, the effectiveness of flexitime is now questionable if it stands alone without supporting variables.

Individual Adjustment 1: Job Crafting

Job Crafting is a proactive process in which employees reshape their work design—whether in terms of tasks, relationships, or cognition—to better align with their personal interests and values ([Wrzesniewski & Dutton, 2001](#)). Generally, the literature views job crafting as a positive behavior that increases work engagement. However, in the context of flexitime and WLB, job crafting has a potential risk called Self-Exploitation. According to the Conservation of Resources (COR) Theory ([Hobfoll, 1989](#)), individuals who are too active in crafting (e.g.: taking on an interesting additional project, expanding responsibilities) will drain their cognitive and emotional energy. If a Gen Z employee is very enthusiastic about modifying his or her work (high Z1) and is given time freedom (high X), the risk is not balance, but work obsession that erodes personal time. This is the basis of the argument why this variable has the

potential to have a negative or insignificant impact on WLB.

Individual Adjustment 2: Boundary Management Strategies

Unlike crafting that changes jobs, Boundary Management Strategies focus on setting interaction boundaries. [Kossek et al. \(2012\)](#) differentiates this strategy into two main poles: Integrators (combining roles) and Segmentors (separating roles). In a fluid digital work ecosystem, segmentation strategies (clearly separating when to work and when to take breaks) are a critical competency. [Kreiner et al. \(2009\)](#) it found that individuals who were able to implement "boundary tactics"—such as turning off email notifications after 6:00 p.m. or having separate workspaces at home—reported significantly lower rates of work-family conflict. These variables act as a "brake" or filter that ensures the flow of information from work does not overwhelm personal life, thus allowing flexitime to function as it should.

Hypothesis Development

Based on the Job Demands-Resources (JD-R) model ([Bakker et al., 2014](#)), time flexibility is generally positioned as a crucial job resource. However, recent literature highlights the "Autonomy Paradox" ([Mazmanian et al., 2013](#)), where organizational flexibility can inadvertently trigger self-exploitation and an "always-on" culture ([Kelliher & Anderson, 2010](#)). Despite the risk of this paradox, this hypothesis is proposed to test the fundamental assumption that flexitime initially serves as a resource to help manage work demands. Thus, we hypothesize a positive direct effect, although it is possible that the results might be insignificant in the Gen Z sample without further individual interventions.

H1: The effectiveness of the Flexitime Policy has a positive effect on Work-Life Balance.

While Job Crafting is typically viewed as a positive proactive behavior ([Wrzesniewski & Dutton, 2001](#)), the Conservation of Resources (COR) theory ([Hobfoll, 1989](#)) warns of potential energy depletion when resources are mismanaged. The interaction between time flexibility and expansive crafting behavior may lead to the "dark side" of proactivity ([Petrou et al., 2012](#)). Proactive Gen Z employees (crafters) might utilize their flexible time to take on excessive workloads (over-crafting) to prove themselves. This behavior consumes cognitive resources needed for recovery, potentially undermining or negatively moderating the positive impact of flexitime on life balance.

H2: Job Crafting moderates the relationship between Flexitime and Work-Life Balance.

Grounded in Boundary Theory ([Ashforth et al., 2000](#); [Clark, 2000](#)), individuals must actively manage the demarcations between work and home domains. This is a key hypothesis. Flextime provides a "container" of time autonomy, but Boundary Management provides a much-needed "structure" to that container. Without boundary management, flextime often leads to chaos. Supported by recent studies on psychological detachment ([Mellner, 2016](#); [Sonnentag & Fritz, 2015](#)), we argue that the higher a person's boundary management ability to disconnect from work, the stronger the positive impact of flextime on their WLB.

H3: Boundary Management Strategies reinforce the positive influence of Flextime on Work-Life Balance.

METHOD

This study uses an explanatory quantitative approach to test the effect of dual moderation in a structural model. The study population is Generation Z employees in Indonesia (birth year 1997–2012). Sampling was carried out using purposive sampling techniques with inclusion criteria: (1) status as an active employee with a minimum working period of six months, and (2) working under a flexible work policy or flextime (including remote, hybrid, or free working hours). Based on these criteria, a total sample of 400 respondents spread across various industrial sectors was obtained.

Primary data collection was carried out through the dissemination of online surveys. The instrument was measured using a 5-point Likert scale (1 = Strongly Agree to 5 = Strongly Agree). The independent variable in this study is Flextime Policy Effectiveness (X), and the dependent variable is Work-Life Balance (Y). This study also included two moderator variables that worked

independently, namely Job Crafting (Z1) which represents an expansive adjustment strategy, and Boundary Management Strategies (Z2) which represents a protective strategy.

Policy Effectiveness Flextime (X): Measured using employees' perceptions of the availability, usability, and support of the employer in utilizing flextime (adapted from [Aziz-Ur-Rehman & Siddiqui, 2019](#); [Han & McLean, 2020](#)). Individual Adjustment (Moderator): Measured as a multidimensional construct that includes (a) Job Crafting (adaptation of [Popaitoon et al., 2025](#)) and (b) Boundary Management Strategies (adapted from [Mellner et al., 2013](#)). Work-Life Balance (Y): Measured using a well-established WLB scale, which includes aspects of minimal conflict and enrichment (adapted from [Akbar & Amalia, 2023](#)).

The collected data was analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. PLS-SEM was chosen because of its advantages in testing complex prediction models, especially those involving interaction effects (moderation). The analysis was carried out in two stages, namely: evaluation of the measurement model (outer model) to ensure the validity (convergent and discriminatory) and reliability of the instrument, followed by the evaluation of the structural model (inner model) through a bootstrapping procedure to test the significance of the direct influence and the effect of double moderation.

RESULT AND DISCUSSION

Respondent Characteristics

The following are the characteristics of respondents who have taken the time to fill out the research questionnaire:

Table 1. Respondent Characteristics

No.	Remarks	Number of Respondents	Percentage (%)
1.	Gender:		
	Male	213	53,25%
	Female	187	46,75%
2.	Year of Birth:		
	1997-2000	94	23,5%
	2001-2005	272	68%
	2006-2012	34	8,5%
3.	Marital Status:		
	Single	366	91,5%
	Married	34	8,5%
4.	Final Education:		
	High School/Vocational School	228	57%
	Bachelor (S1)	136	34%
	Postgraduate (S2/S3)	36	9%
5	Residence Situation:		
	With Parents/ Siblings	320	80%

	With Spouse and Children	40	10%
	Own (Boarding House/Apartment)	40	10%
6	Family Dependents:		
	No Dependents	320	80%
	Children Are Still Young	40	10%
	Sick Parents/Family (Sandwich)	20	5%
	Children and Parents	20	5%
7	Length of Employment at the Current Company:		
	6 months – 1 year	200	50%
	1-3 years	120	30%
	>3 years	80	20%
8	Employment Status:		
	Permanent	160	40%
	Contract	140	35%
	Freelance	100	25%
9	Job Title/Level:		
	Staff / Officer / Entry Level	280	70%
	Supervisor / Team Leader	76	19%
	Manager / Assistant Manager	28	7%
	Senior Manager Up	16	4%
10	Work Flexibility Model:		
	Full Remote / WFA	40	10%
	Hybrid Dominant / WFH	20	5%
	Hybrid Dominant / WFO	100	25%
	Flextime WFO	240	60%
11	Workplace Industry:		
	Technology & StartUp	80	20%
	Creative Industries, Media & Agency	80	20%
	Finance & Banking	40	10%
	Consultants & Professional Services	20	5%
	Education & Training	80	20%
	Manufacturing / Factory (Ch. Office)	80	20%
	Others	20	5%

This study involved 400 respondents who are Generation Z employees (born 1997–2012) who are actively working and have flexible work policy facilities. Respondents' characteristics were analyzed to provide a comprehensive picture of their personal background, living conditions, and work profiles that may affect the way they manage Work-Life Balance. The following is a description of the characteristics of the respondents divided into three main aspects:

Personal Demographics and Background

Based on gender, respondents were fairly balanced with a slight dominance of 213 men (53.25%) and 187 women (46.75%). In terms of age or year of birth, the majority of respondents were in the initial productive age range, namely 272 people born in 2001–2005 (68%), followed by 94 people born in 1997–2000 (23.5%), and the youngest group (2006–2012) as many as 34 people (8.5%).

This condition of young age is in line with the marriage status of the respondents, which is dominated by the single status of 366 people (91.5%), while only 34 people (8.5%) are married. From the last level of education, the majority of respondents were 228 high school/vocational

school graduates (57%), followed by 136 Bachelor (S1) graduates (34%), and Postgraduate (S2/S3) 36 people (9%).

Context of Personal Life and Dependents

One of the most crucial profile findings in relation to work boundary management is the situation of residence. As many as the absolute majority, namely 320 people (80%), stated that they still live with their parents or siblings. Only 40 people (10%) live alone (boarding house/apartment), and 40 people (10%) live with their spouse and children.

The high percentage of Gen Z who still live with their family of origin is in line with the profile of family dependents, where 320 people (80%) do not have specific dependents. However, there are 20 people (5%) who have taken care of sick parents (sandwich generation) and 20 people (5%) have dual dependents (children and parents). This dominant condition of "living with parents" indicates that respondents are vulnerable to interruptions in family roles while at home, thus requiring very strong Boundary Management tactics to separate the domains of work and personal life.

Job Profile and Context Flexibility

In terms of work experience in the company today, half of the total respondents (200 people / 50%) are in their initial employment period, which is 6 months to 1 year. Followed by 1-3 years of service by 1-3 people (30%), and more than 3 years by 80 people (20%). In line with this, the respondents' positions were dominated by the basic operational level (Staff / Officer / Entry Level) as many as 280 people (70%). This is logical considering their young age.

The employment status of the respondents varied quite a bit, showing the dynamics of the Gen Z job market: 160 permanent employees (40%), 140 contract employees (35%), and 100 freelancers (25%). They are spread evenly across various industry sectors, with the main concentrations in the Technology & Startup Industry, Creative & Media Industry, Education, and Manufacturing (Office Section) which each account for 80 people (20%).

An analysis of the type of flexibility experienced by respondents provides a very important context for the study's findings. The majority of respondents (240 people / 60%) underwent the Flextime WFO model, which means they are obliged to go to the office but have the freedom to determine the time to enter/leave. Meanwhile, 100 people (25%) underwent WFO-dominant Hybrid, 40 people (10%) Full Remote/WFA, and 20 people (5%) WFH-dominant Hybrid.

The fact that most respondents (85%) still have a routine to go to the office (Flextime WFO & Hybrid WFO) but with irregular hours, underscores why flextime policies are prone to triggering burnout if not accompanied by clear restrictions. Without a fixed schedule, staff-level employees (70%) often have difficulty distinguishing when work hours officially end, leading to the always-on phenomenon as discussed in hypothesis test analysis.

Partial Least Square Analysis

Partial Least Square analysis is carried out through three forms of analysis, namely outer model analysis, inner model analysis, and hypothesis testing analysis.

Outer Model Analysis

External model analysis is used to determine the validity and reliability of the model because the indicators used are reflective as well as to define the relationship between indicators and their variables. The following are the tests performed in the outer model analysis:

Convergent Validity Test

The results of the convergent validity test can be seen based on the outer loading value on each indicator of each variable that has been calculated. The following are the results of the calculation of outer loading on each indicator of each variable.

Table 2. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Remarks
Flextime Policy	FLEXT 1	0.634	Valid
	FLEXT 2	0.718	Valid
	FLEXT 3	0.707	Valid
	FLEXT 4	0.722	Valid
	FLEXT 5	0.770	Valid
	FLEXT 6	0.710	Valid
	FLEXT 7	0.820	Valid
	FLEXT 8	0.776	Valid
	FLEXT 9	0.747	Valid
	FLEXT 10	0.704	Valid
Individual Adjustment (Job Crafting)	JCRAFT 1	0.820	Valid
	JCRAFT 2	0.709	Valid
	JCRAFT 3	0.766	Valid
	JCRAFT 4	0.852	Valid
	JCRAFT 5	0.711	Valid
	JCRAFT 6	0.751	Valid
	JCRAFT 7	0.857	Valid
	JCRAFT 8	0.834	Valid
	JCRAFT 9	0.595	Valid

Individual Adjustment (Boundary Management Strategies)	BOUND 1	0.504	Valid
	BOUND 2	0.718	Valid
	BOUND 3	0.789	Valid
	BOUND 4	0.804	Valid
	BOUND 5	0.836	Valid
	BOUND 6	0.841	Valid
	BOUND 7	0.755	Valid
	BOUND 8	0.836	Valid
Work-Life Balance	WLB 1	0.649	Valid
	WLB 2	0.866	Valid
	WLB 3	0.872	Valid
	WLB 4	0.791	Valid
	WLB 5	0.800	Valid
	WLB 6	0.796	Valid
	WLB 7	0.741	Valid
	WLB 8	0.853	Valid
	WLB 9	0.792	Valid
	WLB 10	0.856	Valid

Based on the results of the convergent validity test calculation, an outer loading value was obtained, the overall indicator of which has an outer loading value of > 0.5. This shows that all indicators are valid to continue to take measurements.

Discriminant Validity Test

The value of the discriminant validity test is based on the results of the AVE test or the average extracted variant shown in the following table.

Table 3. Results of the Discriminant Validity Test

Variable	AVE	Remarks
Flextime Policy	0.537	Valid
Individual Adjustment (Job Crafting)	0.594	Valid
Individual Adjustment (Boundary Management Strategies)	0.589	Valid
Work-Life Balance	0.647	Valid

Based on the results of the calculation in the table, it was obtained that the AVE value for each variable has a > value of 0.5 so that it can be said that each variable has valid data to be used to make measurements.

Reliability Test

Reliability test is used to assess the reliability of the data that has been obtained in making measurements. The reliability test is reflected in the composite reliability value and Cronbach's alpha value obtained from the measurement as described in the following table.

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Flextime Policy	0.903	0.920
Individual Adjustment (Job Crafting)	0.913	0.929
Individual Adjustment (Boundary Management Strategies)	0.896	0.918
Work-Life Balance	0.938	0.948

Based on the results of the calculations in the table, it was obtained that all composite reliability and cronbach's alpha values in each

variable had a > value of 0.6. This shows that the datas in each variable is reliable to be used in making measurements.

Inner Model Analysis

Internal model analysis is used to test the ability of variables to connect with each other or used to measure the level of accuracy of the overall research model through several variables and their indicators. The coefficient of determination indicates the weakness or strength of a research model, this also reflects the ability of exogenous variables to explain the variability of endogenous variables. The results of the determination coefficient test are as follows.

Table 5. Determination Coefficient Test Results

Variable	R ² Value
Work-Life Balance	0.765

Based on the test results in the table above, the determination coefficient value for the work-life balance variable was 0.765 or 76.5%. This figure means that the measurement of work-life balance variables can be explained by flextime policy variables, job crafting variables, and boundary management strategies variables of 76.5% and the remaining 23.5% are explained by other variables outside of this study.

Hypothesis Testing Analysis

This research was conducted using the help of the SmartPLS4 program application with the fit model obtained as follows.

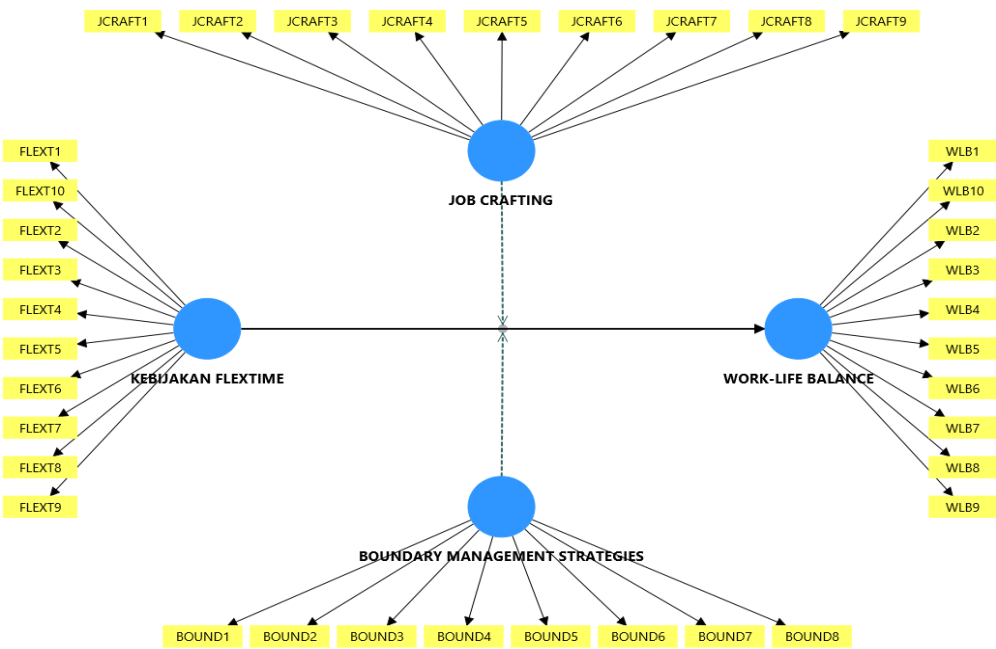


Figure 1. Research Fit Model

The following are the results of the hypothesis test in this study:

Table 6. Hypothesis Test Results

Hypothesis	Coefficients Pathway	Standard Deviation	T- Stattitics	P-Values	Remarks
FLEXT → WLB	0.051	0.046	1.113	0.266	Positive, Insignificant
FLEXT x JCRAFT → WLB	-0.094	0.055	1.703	0.089	Negative, Insignificant
FLEXT x BOUND → WLB	0.254	0.066	3.861	0.000	Positive, Significant

The relationship between the felxtime policy and the work-life balance of Generation Z employees.

The table above shows that the results of the direct influence test calculation have a path coefficient value of 0.051, standard deviation of 0.046, t-statistics of 1.113 with a p-value of 0.266 which means that the flextime policy variable has a positive but not significant effect on the work-life balance variable of Generation Z employees.

The Relationship Between Felxtime Policy and Work-Life Balance of Generation Z Employees Moderated by Job Crafting.

Based on the table, it can be seen that the path coefficient value is -0.094, the standard deviation value is 0.055, T-Statistics is 1.703, and the P-Value is 0.089. This shows that the job craftin variable insignificantly weakens the influence of flextime policies on the work-life balance of Generation Z employees.

The Relationship Between Flextime Policy and Work-Life Balance of Generation Z Employees Moderated by Boundary Management Strategies.

The table above shows that the results of the influence test calculation have a path coefficient value of 0.254, standard deviation of 0.066, t-statistics of 3.861 with a p-value of 0.000 which means that the boundary management strategies variable significantly strengthens the influence of flextime policy on the work-life balance of generation Z employees.

The results of the first hypothesis test showed that the effectiveness of the flextime policy did not have a significant influence directly on Work-Life Balance (H1 Declined). These statistical findings challenge traditional management assumptions that often think of flexibility as an instant solution to employee well-being. This insignificance can be explained through the lens of "The Autonomy Paradox" put forward by [Mazmanian et al. \(2013\)](#). In the context of Generation Z who are highly integrated with technology, the granting of time autonomy is often not interpreted as freedom, but rather as a shift in control responsibilities from organizations to individuals. In the absence of a rigid working hour structure, employees lose external "stop signals", so the boundary between productive time and rest time becomes blurred.

Furthermore, this phenomenon is in line with the findings of [Kelliher and Anderson \(2010\)](#) Regarding work intensification. Employees who receive flextime facilities tend to feel indebted to the organization. As a form of social exchange, they compensate for this freedom by working harder, responding to messages faster, and extending work duration beyond normal hours. As a result, as [Chung \(2022\)](#) explain, work flexibility actually triggers self-exploitation where employees voluntarily sacrifice their personal time to maintain the image of a dedicated worker, so that flextime's positive impact on WLB is lost or neutral.

The analysis of the first moderation role gives counterintuitive results, where Job Crafting (Z1) does not reinforce the positive relationship between flextime and WLB, even showing a negative directional bias (H2 Rejected). Although [Tims and Bakker \(2010\)](#) Defining job crafting as a positive attempt to align work with personal preferences, the results of this study reveal the "dark side" of such behavior when combined with unlimited flexibility. Generation Z who have high initiative to modify their work (high crafters) tend to add new challenges and responsibilities to their roles.

In a rigid work environment, this behavior may be controlled. However, in a flextime environment, this over-crafting behavior leads to

the accumulation of self-imposed demands. Referring to the study of [Petrou et al. \(2012\)](#), the behavior of seeking challenges that is not balanced with recovery is strongly correlated with daily exhaustion. Thus, for Generation Z, being too proactive and ambitious in shaping jobs actually drains their energy resources. Instead of achieving a balance, the combination of flextime and the desire to add roles (crafting) creates a double workload that damages the quality of personal life.

The most crucial finding in this study is the proven role of Boundary Management Strategies (Z2) as a significant moderator that strengthens the positive influence of flextime on WLB (H3 Accepted). These results unequivocally support Work/Family Border Theory ([Clark, 2000](#)), which posits that individuals are border crossers who must actively manage the boundaries between their life domains. Data shows that flextime will only be effective in improving WLB if employees have strong boundary management competencies. Employees who are able to implement segmentation strategies—such as separating work and personal communication devices or setting "digital fast" hours—are able to create a psychological structure that protects their break time from work intrusion.

This finding is consistent with [Mellner \(2016\)](#), who emphasized that the ability to psychologically detach from work is an essential prerequisite for maintaining mental health in the digital age. Without a boundary management strategy (Z2), flextime only creates role ambiguity that triggers anxiety. Instead, with a disciplined boundary management strategy in place, flextime transforms its function from a mere "policy" to a real "resource" that allows employees to recover, rest, and ultimately achieve optimal work-life balance.

CONCLUSION AND RECOMMENDATION

This study concludes that flextime policies do not have a significant direct effect on the Work-Life Balance (WLB) of Generation Z employees. Providing time autonomy without clear structural boundaries inadvertently blurs the lines between work and personal life. Furthermore, Job Crafting does not significantly moderate this relationship, indicating that expansive proactive behaviors (adding work roles/challenges) do not enhance the effectiveness of flextime and may drain cognitive resources needed for recovery. Conversely, Boundary Management Strategies act as a crucial and significant moderator. Time flexibility only yields a positive impact on WLB when individuals possess the competence to establish firm boundaries (segmentation) and perform psychological detachment from work.

Based on the empirical findings, practical and future research recommendations are

proposed. Practically, organizations and HR departments are advised to move beyond merely offering flexible hours by providing technical training on digital boundary management. This includes establishing clear off-hours communication etiquette and promoting the professional use of the 'Do Not Disturb' features. Management should also monitor excessive proactive behaviors (over-crafting) to prevent long-term burnout, emphasizing that efficient time management and taking adequate rest are valued competencies. Furthermore, employees are encouraged to consciously establish transition rituals and turn off work-related notifications post-working hours to ensure effective recovery.

For future research, it is recommended to employ longitudinal designs to observe the long-term impacts of the interaction between flextime and job crafting. Additionally, incorporating cultural variables (e.g., Collectivism vs. Individualism) and comparing this model across different generational cohorts (Gen X, Millennials, and Gen Z) could provide deeper insights into boundary management needs within various social contexts.

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