

The Influence of Affection, Worklife Balance and Workload on the Welfare of Gen Z Female Employees in a Shoe Factory

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ABSTRACT

Analyzing the effects of workload, work-life balance, and compassion on the wellbeing of female Generation Z workers in a shoe factory is the goal of this study. This study's backdrop includes the high physical and emotional pressures Gen Z female employees confront, as well as the need for emotional support and work-life balance. Several linear regression analyses were employed in a quantitative manner. SPSS 25 was used to process the data once it was gathered via surveys. The findings demonstrated that workload significantly impacted employee well-being negatively, while compassion and work-life balance significantly improved it. These results demonstrate the significance of cultivating a compassionate and encouraging workplace culture in order to sustainably enhance employee well-being.

INTRODUCTION

Overwork frequently leads to stress and conflict between work and personal obligations, which can throw off an employee's work-life balance (Ingalagi, 2015). In the context of a demanding work environment such as a shoe factory, Gen Z female employees face specific challenges, such as high-precision requirements, tight time targets, and heavy manual workloads (Shanafelt et al., 2015). According to Ingalagi (2015), high workloads that are not balanced with supporting resources will increase the risk of emotional exhaustion and burnout, which ultimately reduces employee productivity and well-being. In addition, Rodriguez-suarez (2019) shows that young women are more susceptible to work stress due to social pressure and dual roles, as well as limited structural and psychological support in the workplace.

Finding a balance between work and personal life is one of the key elements that affects employee well-being and job satisfaction (work-life balance). This balance has been shown to support employee happiness, motivation, and loyalty, while increasing organizational effectiveness (Gragano et al., 2020). Sari and Oktora (2021) also emphasized that implementing flexible work policies is an effective strategy in creating this balance, especially for female workers in shoe factories. This strategy can reduce psychological fatigue and increase overall work efficiency.

The footwear industry sector in Indonesia plays a strategic role in the national economy, with production reaching 1.41 billion pairs of shoes in 2018 and contributing significantly to Gross Domestic Product (GDP). Around 68.4% of the total female workers in this industry have permanent employee status, and this industry absorbs more than 500,000 workers, around 40% of whom are women. The industry has grown by an average of 5% per year in recent years, which has also driven an increase in footwear exports to the international market. In this context, organizations need to pay more attention to employee welfare as a strategy to maintain long-term competitiveness (Liu et al., 2021).

In addition to structural support, emotional aspects such as compassion in the workplace also play an important role in shaping employee well-being. Rousseau (2006) stated that positive emotions such as compassion can strengthen interpersonal relationships, build trust, and help individuals manage work stress. Dutton et al., (2006) also emphasized that the presence of a culture of compassion in an organization creates a psychologically safe work environment, strengthens a sense of connectedness, and encourages collaboration and resilience. In another study, Care (2014) found that workplaces that consistently exhibit compassion have reduced employee turnover rates, increased levels of satisfaction, and increased productivity.

Based on these results, the purpose of this study is to thoroughly investigate how workload, work-life balance, and attachment affect the wellbeing of Gen Z female shoe manufacturing workers. It is anticipated that this study will contribute both theoretically and practically to the creation of inclusive, compassionate organizational policies that foster the growth of a robust and sustainable work environment.

LITERATURE REVIEW

Compassion

Compassion in an organizational Context is described as an emotional response to others suffering, accompanied by a sincere desire to help alleviate it (Simpson et al., 2014) . Compassion plays a critical role in driving organizational success by enhancing essential human skills and emotional intelligence in the workplace. Compassion supports the development of positive emotions such as gratitude, empathy, and pride, and strengthens employees' emotional connection and commitment to their organization (Dutton et al., 2006) . This support not only impacts health outcomes, but also fosters authentic behavior, empathy, and stronger interpersonal relationships in the workplace.

Research by (Lilius et al., 2008) shows that an organizational culture that fosters compassion plays a role in strengthening employee emotional attachment, improving healthy social relationships, and creating a positive and productive work environment. (Guinot et al., 2020) also explains that compassion can strengthen emotional attachment, build trust between employees, and increase loyalty to the organization. In addition, compassion plays an important and significant role in employee retention. A loving relationship needs to be built in the organization, because compassion socialized by managers to employees can minimize turnover and make employees feel at home in the workplace (Sabil et al., 2024) .

Work-Life Balance

Work-life balance (WLB) refers to an individual's ability to balance the demands of work and personal life, such as family, health, and leisure time. According to Murdiana et al. (2024) WLB is an individual's perception that work and non-work activities can be in harmony and support personal development according to the life priorities being lived. This definition is reinforced by subsequent studies that emphasize that WLB is not just a fair division of time, but also includes emotional balance, role satisfaction, and support from the work environment (Dousin et al., 2019).

Female employees working in factories often face challenges in achieving work-life balance because they have to play dual roles as workers and managers of domestic responsibilities. This is reinforced by a study by Adisa and Adekoya (2021) which shows that Gen Z women in shoe factories often experience physical and emotional stress due to lack of work flexibility and minimal institutional support, such as childcare services or adequate leave. In such conditions, an imbalance between work and personal life demands can lead to stress, fatigue, and decreased productivity. Therefore, the implementation of flexible work policies, gender- friendly work environments, and psychosocial support are essential to help women in the manufacturing sector maintain their work-life balance.

Workload

Workload is the total tasks or responsibilities that a person must complete within a certain time limit, both physically, mentally, and emotionally (Watson et al., 1996) ; (Wickens, 2008) . According to (Minata Ardi et al., 2024) , excessive

or unbalanced workload can cause work stress, reduce job satisfaction, and have a negative impact on productivity. Meanwhile, (Depari, 2024) explains that workload occurs when there is a mismatch between an individual's capacity and the demands of the tasks given, which can cause disruption to work performance.

In addition, research across sectors shows that high workload is positively correlated with turnover intention among Gen Z, where burnout is the main mediator. In the context of Gen Z women, the presence of domestic pressure also adds to their psychological burden, making the need for strategic and gender-sensitive workload management crucial to avoid extreme fatigue and high rates of early resignation (Subagyo et al., 2024) .

However, workload does not always have a negative impact. Research conducted by (Suprpto et al., 2024) shows that workload has a positive relationship with employee retention. This means that when the workload is managed well according to individual capacity and with adequate organizational support, this can actually increase employee loyalty and motivation to stay in the company.

Employee Well-Being

Employee well-being is a comprehensive condition that reflects the positive physical, mental, and social state of workers, which is influenced by the work environment, workload, interpersonal relationships, and support from the organization (Grawitch & Kohler, 2014) . Well-being does not only include physical aspects, but also psychological conditions such as work involvement, satisfaction, and perceived meaning in work. Grant et al. (2007) explains that well-being at work is closely related to positive psychological aspects, which ultimately contribute directly to increased performance and productivity.

In the context of a labor-intensive industry such as a shoe factory, well-being becomes a crucial issue, especially for Gen Z female employees who often carry dual responsibilities. both in professional and domestic roles. The pressure of this dual role increases vulnerability to stress, burnout, and conflict between work and personal life. This is supported by findings from (Allen et al., 2000) which state that conflict between work and family is more often experienced by women because of the dual roles they hold, thus potentially causing chronic stress and having a negative impact on psychological well-being. As a result, paying attention to welfare is no longer just a personal matter, but has become a strategic need for companies.

Doef et al. (2010) emphasizes that a balance of moderate work demands, high levels of control, and social support from the workplace will improve psychological well-being and minimize stress levels. This approach is in line with the needs of Gen Z women who tend to prioritize work-life balance, healthy interpersonal relationships, and inclusive and supportive work values.

Hypothesis Development

Compassion and Well-being of Gen Z Female Employees

The level of compassion in the workplace, namely genuine concern and concrete action from colleagues and superiors when someone faces difficulties, is predicted to increase the well-being of female employees Gen Z. This emotional

support fosters a sense of psychological safety and strengthens an inclusive work climate, something that is highly valued by the digital-native generation (Dutton et al., 2014). In addition, compassion also strengthens emotional attachment to the organization, which according to Lilius et al. (2008), is key to building a healthy and supportive work environment.

H1: The compassion variable has a positive and significant effect on the welfare of female Gen employees Z

WLB and Well-being of Gen Z Female Employees

work-life balance (WLB) is a condition where the demands of work and personal life are balanced and is considered a major determinant of mental health, life satisfaction and work motivation of female employees Z. This generation tends to reject the “always on” work culture and prefers flexibility and space for self-development outside the office (Deshmukh, 2016) . Organizations that provide equitable time arrangements, such as hybrid work or flexible schedules, report lower stress, improved sleep quality, and greater social ties (Sirgy & Lee, 2023). Rantanen et al., (2011) also found that high work-life balance strengthens psychological resilience and prevents emotional exhaustion, especially in the challenging early stages of a career.

H2: The work-life balance variable also has a positive and significant influence on well-being. female employees Gen Z

Workload and Well-being of Gen Z Female Employees

On the other hand, excessive workload in terms of both task volume and deadlines is projected to damage the well-being of female Gen employees. Z. This pressure can trigger chronic stress, physical and mental exhaustion, and decreased life satisfaction (Kulikowski, 2017) . In the context of remote work that blurs the boundaries between office and home, unmanageable workloads increase the risk of role conflict and erode energy recovery time (Woerkom & Warren, 2021) . Moreover, the double pressure of high expectations at work and lingering domestic responsibilities makes Gen women Z is more vulnerable to burnout and long-term mental health disorders (Swanberg et al., 2020) .

H3: The workload variable has a negative and significant effect on well-being female employees Gen Z

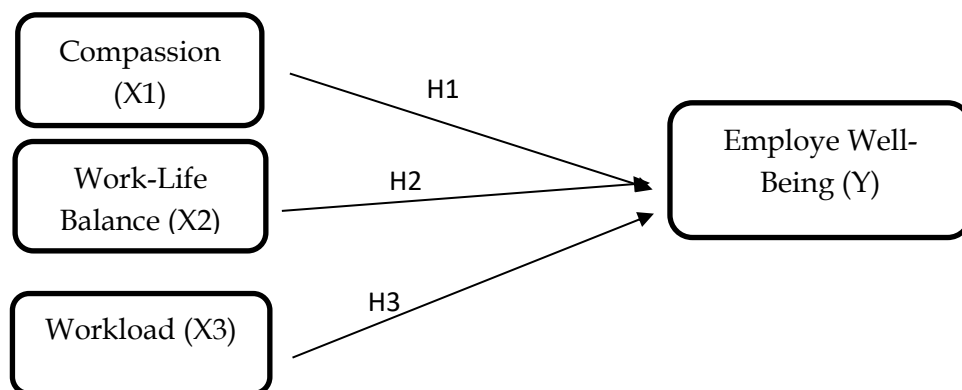


Figure 1. Theoretical Framework

METHODOLOGY

This study uses a quantitative approach with an explanatory method, which aims to test the influence of compassion, work-life balance, and workload on employee well-being. The quantitative approach was chosen because it is able to provide an objective and measurable picture of the relationship between the variables studied.

The population in this study were female employees of Generation Z, namely individuals born between 1997 and 2012, who work in a shoe factory in West Java. Generation Z is known as a generation born in the digital era and has special characteristics in the world of work (Natives, 2001). The sample determination was carried out using the purposive sampling technique, which is based on specific factors defined by the researcher in accordance with the research objectives (Arikunto, 2010). The criteria used in this study include female employees, a maximum age of 27 years, and a minimum of one year of work experience in the company. Based on these criteria, a sample size of 160 respondents was obtained.

A Google Form-based closed questionnaire with a five-point Likert scale was used to collect data on compassion (X1), work-life balance (X2), workload (X3), and employee well-being (Y). Before usage, the instrument was validated using Pearson Product Moment and Cronbach's Alpha to assure item consistency. Multiple linear regression was used to examine the simultaneous and partial effects of independent variables on the dependent, along with standard assumption tests such as normality, multicollinearity, the F test, and the t-test. All analyses were conducted using SPSS version 25.

RESEARCH RESULT

Based on the results of data analysis, the characteristics of respondents are presented in Table 1 below:

Table 1. Respondent characteristics

Respondent Characteristics	Category	Frequency	Percentage (%)
Age	< 20 years	55	34.38%
	20-27 years	105	65.62%
Total		160	100%
Education	Junior High School	29	18.13%
	Senior High School	89	55.63%
	S1	42	26.25%
Total		160	100%
Length of work	< 1 year	72	45.00%
	1-5 years	66	41.25%
	5-10 years	17	10.63%
	>10 years	5	3.13%
Total		160	100%

Validity Test

Validity indicates the extent to which an instrument is able to measure the intended construct accurately. According to (Sartori & Pasini, 2007) , validity reflects the suitability between the measuring instrument and the theoretical concept it represents. In this study, validity was tested using the Pearson Product Moment technique, by comparing the calculated r and table r values at a significance level of 5%. An item is declared valid if the calculated r > table r (0.155), which means that the item contributes to the measured construct.

Table 2. Validity Test

Statement No.	R Count	R Table	Information
Compassion (X1)			
1	841	0.155	Valid
2	877	0.155	Valid
3	861	0.155	Valid
4	839	0.155	Valid
5	862	0.155	Valid
6	855	0.155	Valid
Work-Life Balance (X2)			
1	833	0.155	Valid
2	835	0.155	Valid
3	865	0.155	Valid
4	865	0.155	Valid
5	900	0.155	Valid
6	884	0.155	Valid
Workload (X3)			
1	873	0.155	Valid
2	909	0.155	Valid
3	878	0.155	Valid
4	871	0.155	Valid
5	897	0.155	Valid
6	876	0.155	Valid
Employee Well - Being (Y)			
1	872	0.155	Valid
2	873	0.155	Valid
3	858	0.155	Valid
4	873	0.155	Valid
5	862	0.155	Valid
6	801	0.155	Valid

SPSS 25 output results

Based on the validity test results, all items in the variables attachment, work-life balance, workload, and wellbeing of female Gen Z employees had a

computed r value larger than the r table. This means that each item in each of these variables is legitimate and appropriate for use in research.

Reliability Test

Reliability measures the internal consistency of an instrument the extent to which items -in a variable produce stable and interrelated results. According to (Edelsbrunner et al., 2025) , Cronbach's Alpha ≥ 0.70 is considered to indicate reliability Which good in research base. Meanwhile (Cortina, 1993) explains that Alpha measures the uniformity between items and is commonly used in the evaluation of quantitative instruments .

Table 3. Reliability Test

No	Variables	Cronbach's Alpha	Information
1	Affection	927	Valid
2	Work-life Balance	937	Valid
3	Workload	944	Valid
4	Welfare	927	Valid

SPSS 25 output results

In this study, reliability tests were performed on each variable, which included work supervision, competence, motivation, and work discipline. The test findings showed that all variables had a Cronbach's Alpha value more than 0.70, indicating that all instruments were reliable. This demonstrates that the items in each variable are very consistent and appropriate for measuring the target construct.

Classical Assumption Test

Normality Test

Normality is checked to see if the regression residual data is regularly distributed, which is a key assumption for accurate model estimation. According to (Mishra et al., 2019) , the Kolmogorov-Smirnov test can be used as a goodness -of fit test for a normal distribution whose parameters (mean and variance) have been estimated . Data is considered normal if the significance value of $p\text{-value} > 0.05$ which means there is no evidence of rejection of the normality hypothesis.

Table 4. Normality Test
 One-Sample Kolmogorov-Smirnov Test
 Unstandardized Residual

N		160
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.00413610
	Most Extreme Differences	
	Absolute	.044
	Positive	.028
	Negative	-.044
Test Statistics		.044
Asymp. Sig. (2-tailed)		.200 ^{c,d}

SPSS 25 output results

The test findings yielded a significance value of 0.200, which is greater than the threshold of 0.05. As a result, we can conclude that the residual data is normally distributed and fits the basic linear regression assumptions.

Multicollinearity Test

Multicollinearity is tested by looking at the Tolerance and VIF values: Tolerance > 0.10 and VIF < 10 indicate that the independent variables are not highly correlated. As explained by Garc (2020) , multicollinearity can cause the coefficient variance to increase, the coefficient sign to be wrong, or the model interpretation to be unreliable . In this study, all variables meet these criteria, as a result, it is possible to conclude that the regression model does not exhibit any multicollinearity.

Table 5. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Affection	.744	1,345
	Work Life Balance	.773	1.294
	Workload	.761	1,314

SPSS 25 output results

Based on the test results:

- Affection variable has a Tolerance of 0.744 and a VIF of 1.345,
- Work Balance variable has a Tolerance of 0.773 and a VIF of 1.294,
- Workload variable has a Tolerance of 0.761 and a VIF of 1.314.

Since all variables show Tolerance values > 0.10 and VIF < 10, it can be concluded that there is no multicollinearity in this regression model, and the data meets the classical assumptions regarding multicollinearity.

Multiple Linear Regression Test

The F test is used to assess whether the independent factors simultaneously have a significant effect on the dependent variable. In this study, the independent variables tested were affection, work balance, and workload, while the dependent variable was well-being.

Table 6. Simultaneous Hypothesis Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1729.767	3	576,589	140,844	.000 ^b
	Residual	638,633	156	4.094		
	Total	2368.400	159			

SPSS 25 output results

Based on the results of the F test, the calculated F value was 140.844 with a significance level of 0.000. Because the significance level is less than 0.05, it may be argued that the regression model utilized is also significant. Thus, it can be concluded that the variables of attachment, work balance, and workload have a major impact on the well-being of female generation Z employees.

The t-test is used to test how far the influence of one independent variable is. individual in explaining the variation of the dependent variable (Ronald A. Fisher, 1992) . If the significance value <0.05, then the variable is considered to have a significant partial influence on the dependent variable. The results of the SPSS 25 calculation are as shown in table 7 below.

Table 7. Multiple Linear Regression Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,442	1,486		9,715	.000
	Affection	.293	.043	.327	6,781	.000
	Work Life Balance	.289	.039	.351	7,421	.000
	Workload	-.344	.039	-.417	-8,748	.000

Output: SPSS 25

Multiple linear regression tests show that affection, work-life balance, and workload have a significant impact on employee welfare. The regression model obtained is:

$$\text{Wellbeing} = 14.442 + 0.293(\text{Compassion}) + 0.289(\text{Work-Life Balance}) - 0.344(\text{Workload}) .$$

These findings suggest that affection and work-life balance have a beneficial effect on well-being, implying that the more affection and balance employees experience between work and personal life, the better their well-being. In contrast, workload has a negative influence, meaning that the higher the workload, the lower the level of employee well-being. All factors in this model are statistically significant ($p\text{-value} < 0.000$), implying that attachment, work-life balance, and workload all have an impact on employee well-being.

The determination test is used to examine how well the regression model can explain the variation of the dependent variable caused by the independent variable. The R Square (R^2) value represents the proportion of the dependent variable's variance that the model can explain.

Table 8. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.730	.725	2.023

Output: SPSS 25

According to the table output above, the R Square value is 0.730, indicating that attachment, work-life balance, and workload account for 73% of changes or fluctuations in employee welfare variables. The remaining 27% is influenced by factors other than this model. The Adjusted R Square score of 0.725 reflects the results after adjusting for the number of independent variables and samples, indicating that the model has excellent explanatory power. As a result, this regression model is quite good at predicting employee welfare based on the three independent variables.

DISCUSSION

The study's findings show that affection, work-life balance, and workload all have a substantial impact on the well-being of female Generation Z employees. These three independent variables contribute significantly to explaining variations in well-being, as evidenced by the R Square value of 0.730.

In particular, the compassion variable has a positive and considerable impact on the well-being of female Gen employees Z. This demonstrates that the more affection employees feel from their bosses, coworkers, and the corporate environment, the greater their degree of psychological well-being. This finding is consistent with research (Dwidienawati et al., 2025) on social support in generation Z, which found that, Social support has an important meaning for the generation Z group, because it plays a crucial role in providing emotional support, building relationships, and reducing the negative impact of stress.

Furthermore, the work-life balance variable has a positive and considerable impact on well-being. This indicates that employees who can balance their job and personal life are more likely to be satisfied. This is consistent with the characteristics of Generation Z, which greatly values

flexibility and quality of life, including time for themselves, family, and non-work activities. The results of Putri and Febrian's (2025) study showed that work-life balance significantly reduced the intention to quit work (turnover intention) in Gen Z employees, indicating that work-life balance can increase their stability and well-being.

On the other hand, the workload variable has a negative and considerable impact on well-being. A high workload can diminish well-being by causing stress, exhaustion, and life imbalance. This suggests that female Gen Z employees' well-being suffers as their workload increases. This generation is less tolerant of high job demands and desires a healthy and humane work environment. Overall, these findings highlight the necessity of providing an emotionally supportive work environment, balancing work and life, and regulating workload proportionally in order to promote the well-being of female Generation Z employees.

CONCLUSION AND RECOMMENDATION

This study concludes that the well-being of female Gen Z employees in a shoe factory is significantly influenced by compassion, work-life balance, and workload. Compassion has been shown to have a positive impact on creating an inclusive and supportive work climate, which is very important for Gen Z employees who value empathy and interpersonal relationships. Work-life balance also plays an important role in improving well-being by reducing stress due to conflict between work roles and personal life. Conversely, high workload reduces employee well-being because it contributes to stress, fatigue, and burnout. Therefore, companies need to design work policies that pay attention to work-life balance, proportional workload management, and a strong culture of compassion in order to create a healthy, productive, and sustainable work environment for female Generation Z employees.

ADVANCED RESEARCH

Future research on Gen Z female employees' well-being should extend beyond cross-sectional analysis by employing longitudinal and mixed-method approaches to capture the dynamic interplay between workload, compassion, and work-life balance over time. Comparative studies across different manufacturing sectors and cultural contexts would help reveal whether these relationships are universal or context-dependent. Additionally, incorporating mediating factors such as organizational justice, digital work flexibility, and resilience training could provide a deeper understanding of mechanisms that strengthen employee well-being. This broader perspective will allow organizations to design evidence-based, gender-sensitive policies that not only enhance productivity but also foster sustainable and inclusive workplace cultures.

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