

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Role of Work-Life Balance in Improving The Performance of Generation Z Employees

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## ABSTRACT

Failing to effectively manage and establish clear boundaries between work and home life priorities often leads to decreased employee performance. Therefore, a work-life balance is essential for every employee to achieve maximum work results. Therefore, an organization must effectively leverage this policy to achieve its goals sustainably. This study examines the relationship between work-life balance variables and employee self-efficacy and performance, with a particular focus on intervening factors among Gen Z employees in Pontianak City, Indonesia. This research aims to investigate and identify the impact of self-efficacy on the performance of Gen Z employees in coffee shops in Pontianak City, with work-life balance serving as an intervening variable. A total of 208 respondents completed the research questionnaire, with seven individuals excluded from the analysis due to incomplete responses. This study employed a quantitative approach and utilised snowball sampling. This study used WarpPLS to analyse data via mediation models. Research findings show that self-efficacy has a positive and significant relationship with employee performance. Findings related to the work-life balance variable have a significant contribution to employee performance. The correlation between self-efficacy variables mediated by work-life balance can have a significant impact on employee performance.

**Keywords:** Self-Efficacy, Work-Life Balance, Employee Performance, Gen Z, Coffee Shop.

**JEL Code:** J24, J81, M54, M12.

## I. Introduction

The coffee shop industry, which offers a diverse range of coffee flavors, is currently a thriving and prominent sector in Indonesia's beverage market. The coffee shop business is spreading rapidly, including in Pontianak City, so it is not surprising that Pontianak City is also known as the "City of a thousand coffee shops" (HarianKalbar.Id, 2025). The significant growth of the coffee shop industry in Pontianak City comprises approximately 800 variants, including traditional coffee shops and those adopting modern concepts. This sector is expected to generate numerous employment opportunities (Rahmayati, 2021), particularly for Generation Z, aged 14 to 28 years, born between 1997 and 2012, who account for approximately 27.94% of Indonesia's total population in 2023.23 2023, totaling 74.93 million (Rainer, 2023). Gen Z's personality is distinct and unique from that of previous generations (Kusuma Putri, 2024) because they were born and grew up alongside the development of the digital world (Bambang et al., 2020). Hence, they are very suitable for



the work environment in coffee shops that require digital skills, such as creating social media content and conducting promotions (Corbisiero & Ruspini, 2018), and which require high flexibility.

Work-life balance is one of several factors that influence work results, including for Gen Z in coffee shops. If this balance can be achieved, employees have the opportunity to feel happier and more motivated to work optimally (Panda & Sahoo, 2021). A well-maintained and managed balance between individual and professional life can help maintain a person's mental stability, emotional stability, and restore family harmony (Grzywacz & Carlson, 2021), especially for Gen Z employees who are prone to stress and require stable relationships to maintain good performance. Organizations that effectively implement work-life balance policies can build employee loyalty, enhance performance, and improve retention. (Grzywacz, J. G., & Carlson, 2021). In addition, the dynamics of the rapidly developing industrial world require organizations to adapt for their sustainability and existence (Siregar & Anatan, 2023). By creating a work-life balance, employees will feel more satisfied and motivated to work optimally (Nurchahyo, 2021), thereby promoting higher employee performance within the organization. Therefore, this is relevant to the research results by Nadia (2023), which indicates that the work-life balance variable can promote increased performance.

Another factor that affects performance is self-efficacy, particularly among Gen Z, who are new to the workforce; there is a gap in self-confidence when it comes to working and completing tasks. Gen Z experiences around 14% lower self-confidence compared to their experienced colleagues (Jurni, 2025), which can impact work outcomes, including for Gen Z who work in coffee shops. Employees with high confidence tend to be persistent in their work, even when faced with obstacles and unclear life problems (Chandrasekaran et al, 2021). Self-efficacy can foster the creation of a comfortable environment, allowing employees with a high level of self-confidence to channel their energy fully into their work and achieve increased work results (Deliana, 2023), including those from Gen Z who work in coffee shops. Self-efficacy refers to confidence in one's ability to direct actions and achieve the targets set (Lisapaly, 2024). A thorough understanding of the job description enables a person to complete their work effectively. Research related to self-efficacy and employee performance is not new, having been conducted by previous researchers, including Ayu et al. (2024). However, the study did not explore how the work-life balance variable influences the relationship between self-efficacy and performance. Additionally, it only examined employees and organizations broadly, without specifically addressing Gen Z employees working in coffee shops, particularly in Pontianak City. Therefore, it is crucial to conduct this research to gain a thorough understanding of how self-efficacy and work-life balance impact employee performance. Specifically, it focuses on Gen Z employees in Pontianak City's coffee shops, aiming to develop strategies that promote employee welfare, foster a comfortable and adaptable work environment, maintain work-life balance and mental stability, and boost employee self-confidence. These efforts can potentially enhance employee motivation and overall work results.

## II. Literature Review and Hypothesis Development

### 2.1. Self-efficacy

Self-efficacy refers to an individual's belief in their ability to learn and influence future work outcomes, based on their past performance and achievements. (Na-Nan & Sanamthong, 2020). Self-efficacy refers to the level of confidence a person has in their ability to complete tasks successfully as expected. (Anjani, 2022). Self-efficacy refers to a person's confidence in assessing their own capacity, as evident in the performance they produce (Awba & Putri, 2021). Individuals with a strong sense of self-efficacy are motivated to fulfil their responsibilities and diligently face the challenges of their tasks. (De Clercq et al, 2018), According to Situmorang et al (2023), self-efficacy is highly functional in examining individual patterns in feelings, thoughts, generating self-motivation, and in real action. When an individual has high self-efficacy, they tend to exhibit a motivated work attitude and focus on achieving success. Individuals with a high level of self-efficacy have the opportunity to drive better performance, as it is closely related to a positive correlation between career advancement and motivation (Hidayat, H., & Setiawan, 2018). Employees with a higher level of self-efficacy

can work more dedicatedly, potentially enhancing performance. (Winata & Nurhasanah, 2022). Self-efficacy has three indicators (N. R. R. Ghufro, 2011), namely as follows:

- 1) The level of magnitude, the level of complexity of the work that is felt when someone is confident that they can complete it.
- 2) Strength, a person's confidence in their ability to perform a task successfully.
- 3) Generally, individual confidence in completing tasks using knowledge and experience.

## 2.2. Work-Life Balance

Work-life balance is such an important and relevant concern because almost everyone experiences it and is one of the factors that can affect everyone's personal and professional life; if this is not fulfilled, it can result in poor levels of employee happiness and job satisfaction (Bhende, P., Mekoth et al, 2020). Work-life balance involves managing all priorities effectively, encompassing both personal aspects, such as happiness, family, leisure, and mental well-being, as well as professional aspects, like career development and work (Rahmayati, 2021). Work-life balance happens when a person can effectively manage their professional and personal responsibilities, allowing them to allocate time proportionally for family, work, and non-work activities. (Alfina, I., & Najwa, 2024). The ability to manage the balance between personal and professional life is essential, particularly in ensuring that an employee can contribute fully to their work, duties, and responsibilities (Nurhasanah, 2022). This is important because it not only discusses work-life balance but also considers other aspects, such as how to manage and divide work time appropriately, so that each employee can channel their full potential into every work challenge (Fipiariny, 2022). Work-life balance is essential for maintaining high work productivity and minimizing excessive fatigue. (Fukuzaki et al, 2021). Therefore, if an organization succeeds in maintaining this, it will enhance team member performance and participation (Asari, 2022), allowing employees to experience optimal satisfaction and channel their focus and energy into completing tasks (Robbins & Judge, 2022). Therefore, managing and maintaining employee balance is crucial for achieving optimal performance. Work-life balance has three indicators according to (Greenhaus et al, 2003), namely as follows: Time balance (having equality in spending time on work and family), Balance of involvement (having equal involvement both at the office and at home), Balance of satisfaction (having balanced satisfaction in both work and family).

## 2.3. Employee Performance

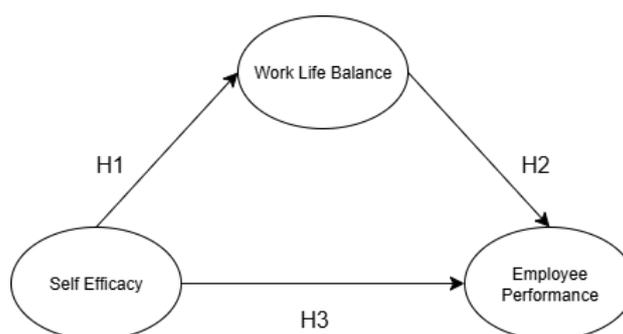
The Literature Review and Hypothesis Development section serves to position your research within the existing body of knowledge, identify gaps, and logically develop your hypotheses. Begin with an overview of the key themes and topics related to your research, highlighting the most relevant theories, models, or findings in the field. This demonstrates a comprehensive understanding of the academic landscape and contextualizes your study within it. Performance relates to an individual or group's motivation to complete their tasks and responsibilities, with the understanding that the outcomes should meet expectations (Wijaya et al, 2021). Employee performance is a crucial indicator of the strategic role of the workforce in driving an organization's development, which can be influenced by employee competence, motivation, and understanding of the tasks assigned (Widodo & Yandi, 2022). The term 'performance' is often used to describe various individual and organizational issues, such as individual character, personal expectations, individual targets, efficiency, effectiveness, alignment, and improvement, including implementation in work, as well as organizational dynamics (Liao et al., 2022). Ultimately, the effectiveness and sustainability of an organization's operations are primarily determined by the quality of its employees' work (Zhenjing et al, 2022). This aspect makes a significant contribution to the quality of employee work, which in turn impacts the organization's success (Pradoto et al., 2022). Performance is essential for organizations because it makes a significant contribution to supporting the realization of the organization's

vision (Ardiansyah & Surjanti, 2020). Meanwhile, employee performance depends on the work aligned with job descriptions and authority, helping to realize the organization's vision (Rochmi et al, 2021). Quality work results can drive organizational performance in a positive direction, while low-quality work results can actually reduce organizational performance (Ramban & Edalmen, 2022). Therefore, organizations must ensure that employees work according to standard operating procedures in order to achieve the specified targets. Performance indicators, as cited in Mathis (2002). Performance can contribute to the organization based on the following indicators:

- 1) Quantity of Work. Quantity of work is defined as the ratio of the amount of work completed to the established task evaluation criteria.
- 2) Work Quality. Quality assessment in this case refers to evaluating how effectively someone maintains and utilizes the available work equipment, the level of accuracy and neatness in their tasks, and their ability to complete assigned tasks.
- 3) Time Utilization. Time utilization refers to a company's working hours regulations and how employees manage their time.
- 4) Attendance Level. Attendance Level refers to the employee's work attendance limit within a specific time period. If an employee meets or exceeds the established attendance standard, they are considered to have made maximum contributions to achieving organizational goals.
- 5) Cooperation. The success of a managed unit is influenced by the extent to which all employees actively participate in achieving predetermined goals.

Based on the literature review and prior research, this study presents the following hypotheses:

- H1: Self-efficacy can significantly influence employee performance and motivation.
- H2: Self-efficacy has relatively high and relevant implications for work-life balance.
- H3: Work-life balance can have meaningful and positive effects on employees' performance.
- H4: The relationship between self-efficacy mediated by the work-life balance variable can be linked to employee performance.



**Figure 1. Research Framework**

### III. Research Method

A study involving about 114 coffee shop brands in Pontianak City collected data by distributing questionnaires via a Google Form link to Gen Z employees working in coffee shops. The link was then forwarded to relevant Gen Z employees in the city, and this data was used to test the hypothesis. However, before being widely distributed to respondents, the questionnaire underwent a series of feasibility and

validation tests involving 30 participants from the Gen Z student population. The total respondents who participated in filling out the questionnaire were 208 Gen Z employees in coffee shops which became the population, by eliminating seven respondents because they were considered not included in the desired respondent category in the study, with the following criteria: 1) Not Gen Z employees; 2) Owner/owner of a coffee shop business; 3) Gen Z employees but not working in a coffee shop; 4) Gen Z coffee shop employees outside Pontianak City. Therefore, due to non-compliance with the criteria, elimination was carried out.

Meanwhile, the respondents in this study have the following characteristics: 1) Gen Z employees born between 1997-2012, aged 13-28 years, but only Gen Z employees who have worked; 2) Gen Z employees who work in Pontianak City; 3) Gen Z coffee shop employees with job details (160 barista employees), (4 cashiers), (5 servers), (11 SPVs), (10 headbars), (5 admins), (6 marketing staff); 4) There are no gender restrictions (male and female as long as they are Gen Z). The data collection method used is snowball sampling, which starts from a small sample of respondents, then distributed to other sample respondents in the sample category until the research data is collected, and this method was chosen for reasons of the population being difficult to reach, there being no official population list, limited access to respondents and to achieve efficiency in time and expenses. The selection and application of the snowball sampling method can also cause bias in sampling, such as: population control bias (respondents outside the criteria can enter), social bias (answers given are too positive and dishonest), perception bias (lack of variation between individuals), seed dependency bias (the quality and diversity of data depends on the initial respondents) and network bias (respondents are too homogeneous). Data measurement uses a Likert scale to determine the questionnaire score, which is divided into 5 points as follows: 1) Completely impartial, 2) Impartial, 3) Neutral, 4) Biased, 5) Completely Biased—data processing using WarpPLS 7.0. PLS refers to the choice of transition approach from SEM covariance to SEM variance. WarpPLS 7.0 was selected for its ability to deliver comprehensive and accurate analysis results for research models involving mediating variables. It can also effectively test non-linear relationships between variables, even with a relatively small sample size.

**Table 1. Variable indicators**

Variable	Item	Indicator	Source
Self Efficacy	Magnitude level	SE 1.1	N. R. R. Ghuftron, 2011
		SE 1.2	
	Strength	SE 2.1	
		SE 2.2	
	Generality	SE 3.1	
		SE 3.2	
Work Life Balance	Time balance	WLB 1.1	Greenhaus, 2003
		WLB 1.2	
	Balance of involvement	WLB 2.1	
		WLB 2.2	
	Balance of satisfaction	WLB 3.1	
		WLB 3.2	
Employee Performance	Quantity of Work	EP 1.1	Mathis, 2002
		EP 1.2	
	Work Quality	EP 2.1	
		EP 2.2	
	Time Utilization	EP 3.1	
		EP 3.2	
	Attendance Level	EP 4.1	
		EP 4.2	
Cooperation	EP 5.1		
	EP5.2		

## IV. Results and Discussion

### 4.1. Outer Model

At this testing stage, a reflective model is employed, encompassing both convergent validity and discriminant validity. This is one of the testing stages in PLS-SEM, applied to assess the validity and reliability of latent variables using variable indicators.

#### 4.1.1. Convergent Validity

This measurement is carried out to determine the validity and reliability values of a model being studied. The criteria for assessing convergent validity are based on the following three conditions: (a) The value of composite reliability must be equal to 0.7 or even exceed the value of 0.7; (b) All standards for factor A loading must be in line with 0.5 or even have a value superior to 0.5; (c) Meanwhile, the output of AVE must be similar to 0.5 or above 0.5 (Hair., Black, Babin, B. J., & Anderson, 2009).

**Table 2. Loading Factor**

	SE	WLB	EP	Type (as defined)	SE	P-Value
SE1	(0.680)	-0.393	0.116	Reflective	0.062	<0.001
SE2	(0.751)	-0.267	0.049		0.061	
SE3	(0.726)	0.023	-0.079		0.061	
SE4	(0.740)	0.156	0.157		0.061	
SE5	(0.809)	0.235	-0.104		0.060	
SE6	(0.825)	0.175	-0.110		0.060	
WLB1	0.184	(0.781)	-0.085		0.061	
WLB2	-0.009	(0.752)	-0.044		0.061	
WLB3	0.253	(0.699)	0.089		0.062	
WLB4	0.033	(0.721)	-0.079		0.061	
WLB5	-0.229	(0.665)	0.067		0.062	
WLB6	-0.275	(0.675)	0.073		0.062	
EP1	-0.109	0.019	(0.768)		0.061	
EP2	-0.088	0.041	(0.791)		0.061	
EP3	-0.164	0.009	(0.810)		0.060	
EP4	0.040	-0.032	(0.785)		0.061	
EP5	-0.110	0.133	(0.718)		0.061	
EP6	0.111	0.046	(0.621)		0.063	
EP7	0.263	-0.180	(0.668)		0.062	
EP8	0.027	0.086	(0.754)		0.061	
EP9	0.032	-0.042	(0.717)	0.061		
EP10	0.063	-0.092	(0.730)	0.061		

Table 2 illustrates that the loading factor represents the correlation between an indicator and its corresponding latent variable. This means that a higher loading factor implies a stronger correlation between the indicator and its unobserved variable. The standard loading factor used in this study, which is  $>0.5$  (equal to or greater than 0.5), should be maintained. However, if the loading factor value is less than the specified threshold 0.5 is  $<0.5$ , it will be immediately removed. The self-efficacy factor loading values (SE1 to SE6) are presented as follows:

1. SE1 is 0.680, exceeding the load factor threshold of 0.5, and is considered valid.
2. SE2 equals 0.751, exceeding the loading factor threshold of 0.5, and is therefore valid;
3. SE3 is 0.726, and this means it is also valid because it is greater than the loading factor value of 0.5;
4. SE4 is also categorized as valid (0.740) because it is greater than its loading factor of 0.5;
5. The SE5 test result is 0.809, which is also valid because it is greater than the loading factor, namely 0.5;
6. SE6 has a value of 0.825, which is also valid because it is greater than its loading factor of 0.5.

The work-life balance loading factor values (WLB1 to WLB5) are known as follows:

1. WLB1 is 0.781, valid because it is greater than the loading factor of 0.5;
2. WLB2 is 0.752, which is stronger than the loading factor result of 0.5, which means it is valid.
3. WLB3 is 0.699, which is said to be valid because it has a higher value than its loading factor of 0.5;
4. The WLB4 test value is valid because 0.721 is above the 0.5 loading factor value.
5. WLB5 is 0.665, which is superior to the loading factor of 0.5, which means it is valid.
6. WLB6 has a value of 0.675, exceeding the valid loading factor of 0.5.

The employee performance loading factor values (EP1 to EP10) are displayed as follows:

1. EP1 is 0.768, which exceeds the valid loading factor value of 0.5;
2. EP2 is 0.791 reported as valid because its value exceeds its loading factor of 0.5;
3. EP3 is 0.810, which is also valid because it exceeds the result of the loading factor 0.5;
4. EP4 is 0.785, which exceeds the loading factor value of 0.5, which means it is valid.
5. EP5 is 0.718 valid, because it has a larger portion than the loading factor of 0.5;
6. EP6 is 0.621, which is higher than the 0.5 loading factor, which is categorized as valid.
7. EP7 is 0.668 valid, because it has a significant value from the loading factor result of 0.5;
8. EP8 is 0.754, which is superior to the loading factor of 0.5, which means it is valid.
9. EP9 is 0.717 valid because it exceeds its loading factor of 0.5; and
10. EP10 with a value of 0.730 is reported as valid because it is higher than its output loading factor, which is 0.5.

The loading factor test results, based on the data from the table above, indicate improved performance compared to the previous results ( $0.5 > 0.5$ ). This confirms that all the variable indicators used are valid and relevant for continuing to the next test.

#### 4.1.2. Discriminant Validity

Discriminant validity testing is a type of testing that is usually used to ensure and compare the values between a construct in a measurement model that are significantly different from other existing constructs. In simple terms, when discriminant validity is used to analyze an existing latent variable, it is assumed that this variable does not overlap with or resemble other constructs in the research model. Discriminant validity testing can be performed using two approaches, as follows in Table 3.

**Table 3. Cross Loading**

	<b>SE</b>	<b>WLB</b>	<b>EP</b>
SEf1	(0.680)	0.316	0.469
SEf2	(0.751)	0.407	0.521
SEf3	(0.726)	0.481	0.496
SEf4	(0.740)	0.571	0.612

	<b>SE</b>	<b>WLB</b>	<b>EP</b>
SEf5	(0.809)	0.608	0.579
SEf6	(0.825)	0.588	0.576
WLB1	0.571	(0.781)	0.541
WLB2	0.470	(0.752)	0.492
WLB3	0.573	(0.699)	0.562
WLB4	0.477	(0.721)	0.468
WLB5	0.367	(0.665)	0.430
WLB6	0.366	(0.675)	0.447
EP1	0.522	0.512	(0.768)
EP2	0.549	0.541	(0.791)
EP3	0.525	0.540	(0.810)
EP4	0.577	0.533	(0.785)
EP5	0.485	0.528	(0.718)
EP6	0.483	0.447	(0.621)
EP7	0.543	0.425	(0.668)
EP8	0.564	0.552	(0.754)
EP9	0.519	0.491	(0.717)
EP10	0.539	0.478	(0.730)

In the testing approach with cross-loading, a comparison is made between the outer loading values of each existing indicator, which must be superior to the value of the outer loading of that indicator against the value of its latent variable. Referring to the output in Table 3, it is evident that the overall outer loading value exceeds the latent variable (outer loading), indicating that the cross-loading approach exhibits good discriminant validity and can be employed.

**Table 4. Fornell Larcker**

	<b>SE</b>	<b>WLB</b>	<b>EP</b>
<b>SE</b>	(0.757)	0.660	0.718
<b>WLB</b>	0.660	(0.717)	0.685
<b>EP</b>	0.718	0.685	(0.738)

In the Fornell-Larcker approach, a comparison is conducted between the R-Square (AVE) value, which reflects the average variance extracted from an unobserved variable, and the relationship between that variable and other unobserved variables. The Fornell-Larcker approach, which involves comparing the R-squared of the AVE value, should exceed the relevance value of other unobserved variables (external loads). This means that the Fornell-Larcker approach is proven to provide adequate discriminant validity. (Fornell, C., & Larcker, 1981). The R-squared (R-Square, AVE) for the employee performance variable is 0.738, which is higher than the values for work-life balance (0.685) and self-efficacy (0.718). Therefore, since the R-Square (AVE) values for each latent variable are weighted more heavily than the relationships between the latent variables, it can be concluded that the questionnaire in this study possesses good discriminant validity, as categorized by the Fornell-Larcker approach.

#### 4.1.3. Reliability

At this testing stage, the reliability of internal consistency is measured, which does not assume the same indicator loading across all indicators. The results were standardized using the criterion that the value must be  $> 0.7$  for the test results to be acceptable (in exploratory research, the acceptable range is between 0.6 and 0.7) (Hair et al, 2009).

**Table 5. Composite Reliability**

SE	WLB	EP
0.889	0.863	0.923

Referring to the composite reliability results in Table 5, the reliability scores are 0.889 for the self-efficacy variable, 0.863 for the work-life balance variable, and 0.923 for the employee performance variable. In short, all composite reliability values meet the required standard, as they exceed 0.7. During the reliability test phase, employing the PLS-SEM technique, the use of composite reliability as a measure is more appropriate compared to Cronbach's alpha. A good Cronbach alpha, in order to be said to meet and achieve the reliability criteria of the measurement model, must have a value greater than 0.7. (Nunnally, 1978).

**Table 6. Cronbach Alpha**

SE	WLB	EP
0.849	0.810	0.906

Based on the data in Table 6, the Cronbach alpha value for the self-efficacy variable is 0.849, which exceeds the acceptable threshold of 0.7. The Cronbach alpha for the work-life balance variable is 0.810, also exceeding 0.7, while for the employee performance variable, it is 0.906, also above 0.7. In summary, it suggests that if all Cronbach's alpha test results exceed 0.7, this indicates that the research variables' outcomes meet the current standards for measuring model reliability.

#### 4.2. Inner Model

##### a. Direct Effect

**Table 7. Direct Effect**

Predictor Variabel	Mediation	Path-coefficients	P-value	Description
SE	WLB	0,661	<0,001	Significant
SE	EP	0,495		
WLB	EP	0,299		

According to the direct effect Table 7, the test results in this study can be explained and summarised as follows:

- The results of this study show that self-efficacy plays a significant and meaningful role in the work-life balance variable, as evidenced by a path coefficient of 0.661 and a p-value of 0.0011. Therefore, it can be inferred that if the path coefficient value exceeds the p-value, then the hypothesis (H1) regarding the relationship between the self-efficacy variable and the work-life balance variable is worthy of consideration.
- Furthermore, self-efficacy indicates significant and relevant effects on work output, as demonstrated by the test results showing an output path coefficient of 0.495 and an output p-value of 0.001. Therefore, it can be interpreted that if the output path coefficient exceeds the value of p, it reinforces the hypothesis (H2) regarding the influence of self-efficacy variables on employee performance variables, making it worthwhile to continue.
- The variable related to work-life balance significantly influences employee work output, as evidenced by an output path coefficient of 0.299 and an output p-value of 0.001. Since the path coefficient is significantly higher than the output p-value, it indicates that the relationship between work-life

balance variables and employee performance outcomes is significant, supporting the validity of hypothesis (H3).

The direct effect output in Table 7 and the explanation of the relationship between variables, from the three established relationships, namely the relationship in Hypothesis 1 (the relationship between self-efficacy and work-life balance), in Hypothesis 2 (the the connection between self-efficacy and employee performance variables), and in Hypothesis 3 (the relationship between the work-life balance variable and employee performance). The overall test output indicates that the hypothesis is feasible to use, as the path coefficient value exceeds the p-value (0.001).

#### b. Indirect Effect

**Table 8. Indirect Effect**

Predictor Variable	Mediation	Variable Response	Path Coefficient	P-Value	Description
SE	WLB	EP	0,197	<0,001	Significant

Judging from the output of the test carried out in Table 8, the indirect effect was found to be 0.197, indicating that the test on the mediating variable suggests that self-efficacy can encourage employee performance in achieving work-life balance by 0.197, with a p-value of 0.001.

#### 4.3. R-Squared Contributions

**Table 9. R-squared Contributions**

R-Squared	SE	WLB	EP
SE			
WLB	0.456		
EP	0.601	0.601	

Based on the test results in Table 9 regarding R-Square contribution, the work-life balance variable has a correlation of 0.456 with the self-efficacy variable. This indicates a significant effect of 45.6%. Furthermore, the R-Square contribution table shows that the employee performance variable correlates with self-efficacy of 0.601, indicating a 60.1% influence. Similarly, the same table reveals that the employee performance variable correlates with work-life balance at 0.601, also indicating a 60.1% influence. Thus, the three relationships between the existing variables show that all research variables have a fairly relevant impact on each other in the mediation correlation pattern.

#### 4.4. Overall Test of Model Fit

**Table 10. Overall Test of Model Fit**

Model Fit and Quality Indices	Fit Indicator	Value
(Average-path-coefficient /APC)	P < 0, 001	0.502
(Average-R-squared /ARS)	P < 0, 001	0.529
(Average-adjusted-R-squared /AARS)	P < 0, 001	0.525
(Average-block-VIF/AVIF)	Acceptable if value <= 5, ideally <= 3, 3	2.124
(Average-full-collinearity VIF/AFVIF)	Acceptable if value <= 5, ideally <= 3, 3	2.302
(Tenenhaus-GoF/GoF)	Small >= 0,1, Medium >= 0, 25, Large >= 0.36	0.536
(Simpson's-paradox-ratio /SPR)	Acceptable if value >= 0,7, ideally = 1	1.000
(R-squared-contribution-ratio /RSCR)	Acceptable if value >= 0, 9, ideally = 1	1.000

(Statistical-suppression-ratio/SSR)	Acceptable if value $\geq 0.7$	1.000
(Nonlinear-bivariate-causality-direction-ratio /NLBCDR)	Acceptable if value $\geq 0.7$	1.000

Judging from the presentation of the results of Table 10 of the overall test of model fit, several things can be concluded as follows: The average output path coefficient (APC) is 0.502, and the output  $p < 0.001$ , a fact that reflects that the model fit criteria are met. Furthermore, the results of the Average R-Square (ARS) value test were 0.529 compared to a  $p$ -value  $< 0.001$ , which indicates that the model fit criteria were met. The Average Adjusted R-Square (AARS) value was 0.525 with a  $p$ -value  $< 0.001$ , which indicates that the model fit criteria were met. The AVIF value is 2.124 ( $\leq 5$ ) with the ideal limit of ( $\leq 3.3$ ), which means that the model suitability criteria have been met. The AFVIF value is 2.302 ( $\leq 5$ ) with the ideal limit of ( $\leq 3.3$ ), which means that the model suitability criteria have also been met. The output of GoF is 0.536, which implies that the model fit is classified as relatively high (strong) because it exceeds the robust standard value ( $\geq 0.36$ ). The result of the Simpson paradox ratio (SPR) value is 1,000 ( $> 0.7$  and ideally 1), so the model suitability criteria are said to be met. The K-Square/RSCR contribution output is 1,000 ( $\geq 0.9$  and ideally 1), which means the model suitability criteria are met. The Statistical suppression value (SSR) is 1,000 ( $> 0.7$ ), indicating that the model suitability criteria are satisfied. The Nonlinear Bivariate Causality Direction Ratio (NLBCDR) has a value of 1,000 ( $> 0.7$ ), indicating that the model suitability criteria can be met.

#### 4.5. Discussion

##### 4.5.1. Self-efficacy has a strong and significant association with Employee Performance H1

This research indicates that self-efficacy has a significant influence on employee work results, as demonstrated by an output path coefficient of 0.661 and a  $p$ -value of less than 0.001, which is below the 0.05 threshold. The output of this research is relevant to the work of Ineh Liman (2025), which demonstrates a positive and significant relationship between self-efficacy and work results. However, this finding contradicts the research results (Iip & Muttaqin, 2024), which indicate that self-efficacy does not correlate with work results, and in fact, shows a weak correlation. Thus, H1 concludes that self-efficacy can have a positive and relevant impact on the performance of Gen Z employees in coffee shops in Pontianak City.

##### 4.5.2. Self-efficacy is positively and significantly correlated with Work Life Balance H2

Research has found a significant and relevant relationship between the self-efficacy variable and work-life balance, as indicated by a path coefficient of 0.495. Output  $p < 0.001$ , which indicates that  $< 0.05$ . This study's results align with existing research (Virnadilla et al, 2025). The results of this study also indicate positive implications regarding the connection between self-efficacy and work-life balance. Based on the test output above, the conclusion for H2 can be explained as follows: self-efficacy has positive implications and is highly relevant to the work-life balance of Generation Z employees in coffee shops in Pontianak City.

##### 4.5.3. Work-life balance has a notably positive impact on employee performance (H3).

The test results indicate that work-life balance has a significant and relevant connection to employee performance, which is reflected in the path coefficient results of 0.299 and a  $p$ -value  $< 0.001$ , which indicates significance at  $< 0.05$ . This study's findings align with previous research findings (Sukmawati & Tarmizi, 2022) and (Sonhadi & Serang, 2020), which state that the work-life balance variable positively influences performance and dismisses the findings of research conducted by (Borgia et al, 2022), (Saifullah, 2020), and (Ariyani & Pradhanawati, 2022), which state that there is no relationship between work-life balance and performance. Therefore, the results of the H3 test indicate that employee work-life balance has significant and relevant implications for the performance of Gen Z coffee shop employees in Pontianak City.

#### 4.5.4. The relationship between Self Efficacy mediated by Work Life Balance influences Employee Performance H4

Testing the mediating variables revealed an output path coefficient of 0.197 and a p-value of 0.001 (<0.05), indicating that work-life balance acts as a significant mediator between self-efficacy and employee work output. Therefore, self-efficacy influences team member performance primarily through its effect on work-life balance. The results of a series of statistical tests indicate that work-life balance can have a positive and significant impact on the relationship between self-efficacy and the performance of Gen Z employees at coffee shops in Pontianak City.

## V. Conclusion

The data output in this study led to the conclusion that self-efficacy has significant and relevant implications for employee performance, as clearly reflected in the path coefficient value of 0.661 ( $p < 0.001$ ), supporting the acceptance of the first hypothesis (H1). Additionally, self-efficacy also shows a sound effect and has a considerable impact on work-life balance, with a path coefficient of 0.495 and a p-value <0.001, thus strengthening the accepted hypothesis (H2). In addition, work-life balance has been demonstrated to significantly enhance employee performance, with a path coefficient of 0.299 and a p-value <0.001; the third hypothesis (H3) is accepted. Work-life balance significantly and positively impacts the relationship between self-efficacy and employee work output, with a contribution of 0.197 and a p-value of 0.001, supporting the fourth hypothesis (H4). So in other words, referring to the output data of a series of field tests, all research variables can influence each other in a significant positive way which can be explained as follows: Self-efficacy (independent variable) is capable of encouraging work-life balance (mediating variable) and employee Work-life balance can mediate the relationship between performance (dependent variable) and other factors self-efficacy to encourage the optimization of good employee performance and work-life balance can have implications for strengthening employee performance.

The research findings also describe and can be a reference for organizations in making strategic organizational plans or as a source of information for decision making, so that in implementing decisions, employee needs and demands are still met, their rights and obligations, especially for Gen Z, who really need special attention regarding work-life balance to mediate self-efficacy towards performance. The benefits of this research are believed to provide readers with an overview and knowledge regarding the exploration and development of general economics, particularly in the field of human resources, specifically for Gen Z individuals working in coffee shops in Pontianak City. This research data review has a significant impact, providing both theoretical and practical benefits. Theoretically, the research findings support Social Cognitive Theory (Bandura, 2001). This illustrates how self-efficacy significantly influences employee performance, with the correlation becoming even more pronounced when employees have a work-life balance. Therefore, the existence of work-life balance clarifies why the link between self-efficacy and employee performance is growing stronger. Practically, the research findings can help management, such as coffee shop managers and owners in Pontianak City, in designing appropriate strategies to boost employee performance. Coffee shop management can maximize employee performance by providing self-efficacy training, offering flexible and comfortable work schedules, and cultivating a supportive work environment. By striving for stability and maintaining alignment between personal and professional priorities, demands can be met while encouraging increased productivity and employee performance.

The study in this research also has several limitations that need to be considered by further researchers, which are located in aspects such as the research only focuses on Gen Z employees who work in coffee shops in Pontianak City, the research data is only a small portion of Gen Z employees so that the range of information obtained by readers is relatively narrow and difficult to use as a general reference due to the limitations of the information and data used. Further research is necessary to expand the study's scope, including increasing the data volume, diversifying demographics within the research area, and exploring

additional subjects such as Gen Z employees in MSMEs or other industries, ensuring the data collected is more precise and dependable.

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