

How Does Open Organisational Culture and Work-Life Balance Impact Job Performance: The Mediating Role of Work Happiness in Generation Z Employees

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Abstract

This study explores the influence of an open organisational culture and work-life balance on job performance, with a particular focus on the mediating role of work happiness among Generation Z employees. Data were collected from a convenience sample of 200 participants, and the hypotheses were tested using Structural Equation Modelling (SEM). The findings reveal that an open organisational culture directly impacts both work happiness and job performance. In contrast, while work-life balance has a direct effect on work happiness, it does not directly influence job performance. However, an indirect effect is observed, where work-life balance enhances job performance by promoting work happiness. Similarly, the open organisational culture also exerts an indirect influence on job performance through work happiness. The study further establishes that work happiness partially mediates the relationship between an open organisational culture and job performance. These results offer valuable insights into how the interplay of open organisational culture, work-life balance, and work happiness collectively influence job performance among Generation Z employees in Thailand.

Keywords: Open Organisational Culture, Work-Life Balance, Work Happiness, Job Performance, Generation Z

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Introduction

The rising intensity of economic competition in the region is primarily attributed to the extensive adoption of advanced technologies, which have significantly enhanced communication and streamlined business processes, thereby making modern trade more efficient and accessible. In this context, the role of employees has become increasingly critical for organisations seeking to sustain operational effectiveness. To ensure confidence in employee performance, it is essential for organisations to prioritise employee needs, taking into account intergenerational differences ([Yacine & Karjaluo, 2022](#)). Such an approach empowers employees to deliver high-quality performance and to recognise their contribution to organisational success ([Larasati & Hasanati, 2019](#); [Wolor et al., 2020](#)).

Generation Z, born between 1995 and 2012, is considered the newest generation to enter the workforce ([Barhate & Dirani, 2022](#)). As of 2024, they range in age from 12 to 29 years. Growing up in an era of rapid technological advancement, this generation has witnessed continual evolution in communication methods. They are adept at engaging in global and instantaneous digital interactions, often replacing traditional spoken communication with text-based exchanges on mobile or computer screens. Their technological fluency enables quick access to information, fostering knowledge development and enhancing work efficiency ([Addor, 2011](#)). In contrast to previous generations, Generation Z exhibits distinct workplace attitudes, which can create challenges for organisations that adhere to rigid policies and structures. When constrained by inflexible schedules and limited autonomy, these employees may experience disengagement, making retention difficult. High turnover among this cohort results in elevated recruitment and training costs, as well as disruption to team dynamics and workflow ([Singh & Dangmei, 2016](#)). This generation typically seeks employment in organisations that encourage openness, facilitate knowledge sharing, and allow for the free expression of ideas. Furthermore, they prefer environments that support modern technological integration and provide flexible working arrangements ([Singh & Dangmei, 2016](#)).

Previous studies have indicated that Generation Z places considerable emphasis on achieving work-life balance, with preferences that include remote working options, flexible working hours, and adequate leave entitlements. This generation tends to prioritise equilibrium between professional responsibilities and personal life, while adopting a mindset oriented towards individual growth and self-development ([Waworuntu et al., 2022](#)). A work environment that fosters employee happiness through balanced work-life arrangements has the potential to enhance organisational performance ([Adnan Bataineh, 2019](#)). From an economic perspective, Generation Z holds substantial significance both nationally and globally, not only as members of the workforce but also as a powerful consumer segment. As many within this cohort transition into full-time employment, their distinct technological competencies and

unique expectations regarding work necessitate organisational preparedness. Effectively managing this group's performance and aligning with their values poses a challenge for contemporary organisations.

Accordingly, the present study aims to examine the impact of open organisational culture and work-life balance on job performance, with work happiness positioned as a mediating variable among working-age Generation Z employees in Thailand. More specifically, it explores the extent to which work happiness mediates the relationship between open organisational culture and job performance, as well as between work-life balance and job performance.

Literature Review

Open Organisational Culture

An open organisational culture promotes a holistic and inclusive outlook, with emphasis placed on mutual recognition and awareness of both conscious and unconscious biases. It focuses on nurturing robust interpersonal relationships within teams, fostering overall well-being among professionals, and establishing transparent and equitable systems. In such environments, supervisors and leaders serve as exemplars, while employees are actively involved in decision-making processes (Malik et al., 2021). This cultural framework supports open expression, allowing individuals to voice concerns, offer feedback, and share ideas freely, thereby reinforcing psychological safety and trust (Van den Broeck et al., 2016). Central to this model are collaboration and inclusive practices, which collectively yield a range of benefits, including heightened employee engagement, increased adaptability, and greater creativity. Nevertheless, the establishment and maintenance of an open culture necessitate dedicated leadership, clear communication strategies, and a proactive approach to overcoming cultural and procedural obstacles.

Defined by structural flexibility and responsiveness, open organisational cultures are particularly well-suited to navigating volatile, uncertain, complex, and ambiguous (VUCA) environments. These cultures promote permeability and autonomy in task execution, enabling organisations to adapt effectively in unpredictable circumstances (Griffith et al., 2023). They encompass both tangible elements—such as leadership approaches, staff attitudes, and communication frameworks—and intangible ones. Effective leadership and transparent communication are fundamental tangible components (Malik et al., 2021). Equally, employees' attitudes towards openness and cooperation substantially shape the organisational atmosphere. Among the intangible dimensions, psychological safety is paramount, empowering individuals to share their thoughts without fear of adverse consequences. At the same time, mutual support and open dialogue contribute to a cohesive and trust-based workplace culture.

This study explores three key dimensions of open organisational culture: (1) supervisor support, (2) decentralisation of job responsibilities, and (3) the encouragement of creativity within the workplace. Existing research suggests that internal corporate social responsibility (CSR) initiatives contribute positively to employee happiness ([Rizqi & Qamari, 2022](#)). Furthermore, a goal-driven market-oriented culture has been found to reinforce the relationship between attitudes towards teleworking and levels of happiness, thereby emphasising the moderating influence of organisational culture in fostering workplace well-being ([Junça Silva & Coelho, 2023](#)). Taken together, these findings underscore the vital role that an open organisational culture plays in enhancing employees' work-related happiness.

Work Life Balance

Work-life integration, often seen as the opposite of work-life conflict, focuses on the harmonious combination of professional and personal spheres, including family responsibilities, to achieve a more holistic and satisfying life ([Otken & Erben, 2013](#)). This concept has gained significant scholarly attention across various fields since the mid-20th century. According to [Kahn et al. \(1964\)](#) suggested that work-family conflicts significantly contribute to employee stress and dissatisfaction. [Hyman and Summers \(2004\)](#) provide further clarification of key terms: "Work" encompasses the activities and responsibilities associated with one's job, often extending beyond designated working hours. "Life," on the other hand, pertains to the time dedicated to family, personal activities, and leisure, offering individuals a necessary break from professional demands. The concept of "Balance" refers to the equitable distribution of time and energy between these two domains of life. Achieving balance is subjective, varying according to individual circumstances and personal capacities ([Merrill & Merrill, 2003](#)).

The concept of work-life balance can be examined through five interconnected dimensions: (1) The Work Dimension: This pertains to the alignment of job duties, tasks, and career growth, focusing on effective workload management, goal setting, and creating a supportive and healthy work environment. (2) The Family Dimension: This involves allocating sufficient time and energy to family and personal relationships, including nurturing familial bonds, engaging in shared activities, and being present for important life events. (3) The Time Dimension: This dimension addresses the efficient allocation of time between professional responsibilities and personal pursuits. It entails setting clear boundaries, prioritising tasks, and ensuring adequate time for relaxation, personal hobbies, and well-being. (4) The Financial Dimension: This dimension considers the financial elements that support work-life balance, such as achieving personal financial stability, aligning the need to earn a living with the enjoyment of a fulfilling personal life. (5) The Intellectual Dimension: This involves the pursuit of intellectual growth, learning, and personal development beyond the workplace, encouraging diverse interests, hobbies, and continuous

education to maintain a sense of fulfilment. Successfully managing these five dimensions contributes to increased job satisfaction, enhanced personal well-being, improved employee engagement, and greater productivity, ultimately benefiting both individuals and the organisations they work for.

Work Happiness

Work happiness encompasses much more than basic satisfaction, positive emotional experiences, or enjoyment; it refers to a profound sense of meaning and fulfilment within one's professional life. Individuals who experience work happiness tend to exhibit a continuous pattern of positive emotions, indicative of a life that is perceived as free from significant threats or dangers (Saenghiran, 2013). The concept of work happiness involves elements such as deriving joy from one's job, experiencing career progression, feeling valued, and exhibiting positive work-related behaviour (Fisher, 2010). Warr (2011) defines work happiness as the internal emotional responses individuals have to work-related situations. It is composed of three distinct elements: (1) Arousal, which refers to a sense of excitement and active engagement with one's work; (2) Self-Validation, which involves feelings of accomplishment and recognition; and (3) Pleasure, which relates to overall satisfaction gained from the job. These three dimensions of happiness are interconnected, rooted in satisfaction, and shaped by the various characteristics of the work environment. Gray et al. (2016) demonstrated that work-life balance, particularly satisfaction with personal life, the distribution of time between work and family commitments, and the allocation of adequate time for relaxation and self-care, significantly impacts work happiness. Based on these insights, the following hypotheses can be proposed:

- H1:** Open organisational culture has an influence on the work happiness of the Gen Z employees.
- H2:** Work life balance has an influence on the work happiness of the Gen Z employees.

Job Performance

Employee job performance has been a central research focus for over a decade (Jankinthong & Rurkkhum, 2012), encompassing behaviours that employees can control to meet organisational goals and expectations (Campbell & Wiernik, 2015). Borman and Motowidlo (1997) distinguish between task and contextual performance as key dimensions. An open organisational culture has consistently shown a positive impact on job performance. Premesti and Yuniningsih (2023) assert that organisational culture influences employee performance favourably, a view supported by Wijayanti and Tirtoprojo (2023), who find a strong link between organisational culture and employee performance. Wua et al. (2022) further highlight that organisational culture enhances job satisfaction and commitment, thereby improving job performance. These findings underscore the importance of fostering an open organisational culture.

Additionally, research by [Thokaew \(2014\)](#) and [Yamkgathok et al. \(2022\)](#) indicates that work-life balance and work happiness positively affect job performance, a sentiment echoed by [Adnan Bataineh \(2019\)](#). Based on these insights, the following hypotheses can be proposed:

- H3:** Open organisational culture has an influence on the job performance of the Gen Z employees.
- H4:** Work-life balance has an influence on the job performance of the Gen Z employees.
- H5:** Work happiness has an influence on the job performance of the Gen Z employees.

Work happiness may function as a mediating variable between open organisational culture and job performance. [Imam et al. \(2022\)](#) observed that performance mediates the relationship between organisational culture and job satisfaction. Extending this concept of mediation, work happiness is hypothesised to play a crucial role in linking open organisational culture with job performance by influencing employee engagement, satisfaction, and behaviour.

- H6:** Open organisational culture has an influence on job performance through the work happiness of the Gen Z employees.

Moreover, work happiness can serve as a mediating variable between work-life balance and job performance. [Rizqi and Qamari \(2022\)](#) discovered that work-life balance had a significant and positive impact on both employee performance and happiness at work, with work happiness itself also substantially enhancing performance. Organisational climate affects employee performance through work happiness, while work-life integration also contributes to improved job performance. [Faisal et al. \(2022\)](#) demonstrated that a balanced lifestyle boosts job satisfaction and psychological well-being, both of which are key precursors to job performance. Notably, they identified psychological well-being as an essential mediator through which a balanced lifestyle influences performance, thereby underscoring the critical role of employee well-being in this process.

- H7:** Work happiness mediates the relationship between work life balance and job performance among the Gen Z employees.

The research hypotheses of this study are presented in [Figure 1](#), which illustrates the relationships among the variables under investigation.

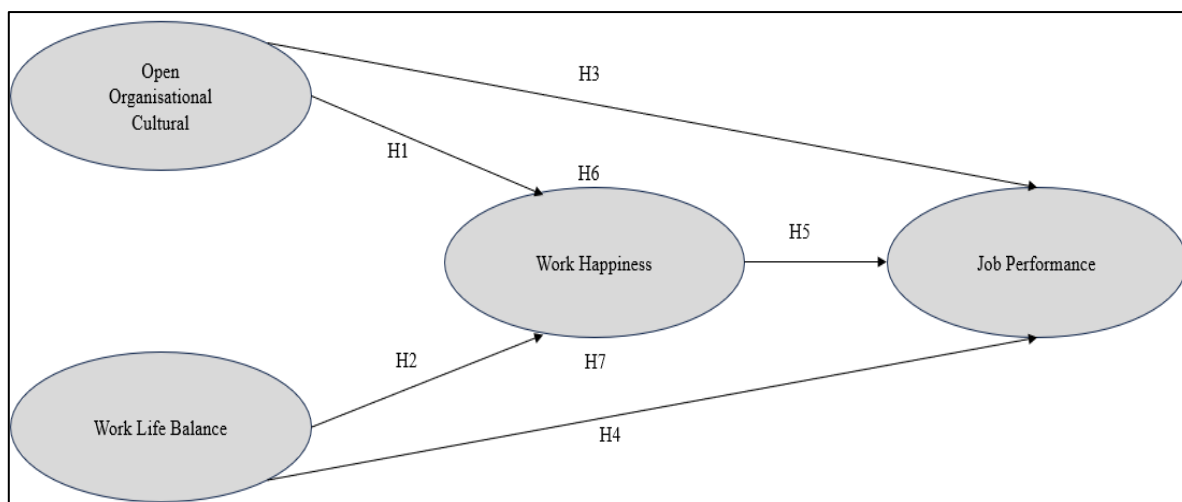


Figure 1: Research Framework and Hypotheses

Methodology

This research utilised a quantitative approach. Data were collected through a Likert-scale questionnaire, and the analysis was conducted using statistical software. The statistical methods employed included both descriptive and inferential statistics. The specifics of the research design are outlined below.

Population and Sample

The study population consisted of Thai employees from Generation Z, aged between 18 and 29 years, with a total population size of 9,738,543 individuals (Department of Provincial Administration, Ministry of Interior in June 2023). Data were analysed using SEM. According to [Kline \(2015\)](#), a sample size of around 200 is typically recommended for SEM analysis. Consequently, data were gathered from a sample of 200 participants, with convenience sampling employed to facilitate participant selection. Data for this study were collected from January to March 2024.

Research Instrumental

Data for this study were collected through a questionnaire, which was developed based on the research framework consisting of five sections: Part 1 (7 items) focused on respondents' personal information; Part 2 (10 items, covering 3 dimensions) assessed open organisational culture based on [Whitehurst \(2015\)](#); Part 3 (16 items, covering 5 dimensions) evaluated work-life balance according to [Merrill and Merrill \(2003\)](#); Part 4 (9 items, covering 3 dimensions) measured work happiness as defined by [Warr \(2011\)](#); and Part 5 (7 items, covering 2 dimensions) addressed job performance, following [Borman and Motowidlo \(1997\)](#). To ensure the high quality of the research instrument, three experts reviewed the questionnaire to confirm its alignment with the intended content. The experts assessed the relevance and clarity of the items using the Item-Objective Congruence Index (IOC), which has a threshold of 0.50 or higher ([Rovinelli &](#)

Hambleton, 1976). The IOC value was 0.87, exceeding the required standard. Additionally, a pilot test was conducted with a non-sample group of 30 participants to assess the reliability of the questionnaire using Cronbach's Alpha Coefficient. The results indicated that the reliability scores were as follows: open organisational culture (0.759), work-life balance (0.814), work happiness (0.799), and job performance (0.744), all of which met the minimum requirement of 0.7 (Nunnally, 1978). This questionnaire was approved by the Ethics Committee of Kasetsart University, with COE no. COE66/020.

Results

Demographics of Respondents

Data were collected via an online survey, yielding 200 complete responses. The mean age of the participants was 25.8 years. The demographic characteristics of the respondents are detailed in Table 1.

Table 1: Demographic Profile of Respondents

Characteristic	Number of Respondents (n=200)	Percentage (%)
Workplace Location (Thailand)		
Bangkok	59	29.5
Central	101	50.5
North	6	3.0
North East	17	8.5
South	17	8.5
Income Per Month (USD)		
Below \$150 USD	12	6.0
\$150 - \$300 USD	24	12.0
\$300 - \$600 USD	87	43.5
\$600 - \$900 USD	41	20.5
\$900 - \$1,200USD	12	6.0
Over \$1,200 USD	24	12.0
Relationship Status		
Single	164	82.0
Married	30	15.0
Divorced	6	3.0
Occupation		
Government Officer	5	2.5
State Enterprise Employee	12	6.0
Private Sector Employee	183	70.0

Confirmatory Factor Analysis

The goodness-of-fit test was deemed acceptable for all constructs of both the independent and dependent variables, as indicated by the empirical data (see Table 2).

Table 2: Model Fit Analysis for Measurement Model

Criteria	Value	Acceptable Level	Citation
Chi-Square	302.091	-	-
Degree of Freedom	138	-	-
Chi-Square/df	2.189	< 3	(Hooper et al., 2008)
GFI	0.902	≥ 0.85	Kline (2015)
AGFI	0.850	≥ 0.85	(Kline, 2015)
RMR	0.011	<0.05	(Kline, 2015)
RMSEA	0.083	< 0.10	(Bollen & Long, 1993)
NFI	0.950	> 0.9	(Bollen, 1989)
CFI	0.970	> 0.9	(Hooper et al., 2008)

Note: RMSEA refers to the Root Mean Square Error of Approximation, CFI to the Comparative Fit Index, RMR to the Root Mean Squared Residual, AGFI to the Adjusted Goodness of Fit Index, NFI to the Normed Fit Index, and GFI to the Goodness-of-Fit Index.

Convergent Validity

Convergent validity, which refers to the consistency and internal stability of the construct, was evaluated through Confirmatory Factor Analysis (CFA). The analysis produced standardized regression coefficients for all observed variables greater than 0.5. Table 3 presents the Average Variance Extracted (AVE) and Composite Reliability (CR) indices for each observed variable, showing that all AVE values exceeded 0.5 (Fornell & Larcker, 1981). Additionally, all CR values were above 0.7, confirming the convergent validity of the constructs (Nunnally, 1978).

Table 3: AVE and CR Values of the Constructs

Factor	Factor Loading	R	SD	CR	AVE
Open Organisational Culture				0.888	0.726
Supervisor Support	0.891	0.794	0.206		
Job Decentralization	0.808	0.653	0.347		
Creativity in the Workplace	0.855	0.731	0.269		
Work Life Balance				0.930	0.727
Work Dimension	0.863	0.745	0.255		
Family Dimension	0.862	0.740	0.260		
Time Dimension	0.859	0.738	0.262		
Financial Dimension	0.825	0.681	0.319		
Intellectual Dimension	0.853	0.728	0.272		
Work Happiness				0.923	0.801
Arousal	0.907	0.823	0.177		
Self-Validation	0.884	0.781	0.219		
Pleasure	0.893	0.797	0.203		
Job Performance				0.934	0.876
Task Performance	0.930	0.865	0.135		
Contextual Performance.	0.942	0.887	0.113		

Discriminant Validity

Discriminant validity evaluates the degree to which latent variables are distinct from one another. This was assessed by comparing the square root of the AVE for each construct with the inter-construct correlation coefficients, as shown in [Table 4](#).

Table 4: Discriminant Validity: Comparison of Square Root AVE with Correlation Between Constructs

	Open Organisational Culture	Work-Life Balance	Work Happiness	Job Performance
Open Organisational Culture	0.852			
Work-Life Balance	0.842	0.853		
Work Happiness	0.686	0.797	0.895	
Job Performance	0.696	0.701	0.749	0.936

Overall results

This study validates the proposed hypotheses through SEM. The application of SEM is consistent with the theoretical framework, seamlessly integrating the empirical data. [Table 5](#) presents the mean and standard deviation (SD) for the latent variables.

Table 5: Means and Standard Deviations of Variables

	N	Mean	Standard Deviation
Open Organisational Culture	200	3.6197	0.86482
Work Life Balance	200	3.5998	0.91590
Work Happiness	200	3.7905	0.87384
Job Performance	200	4.1374	0.79207

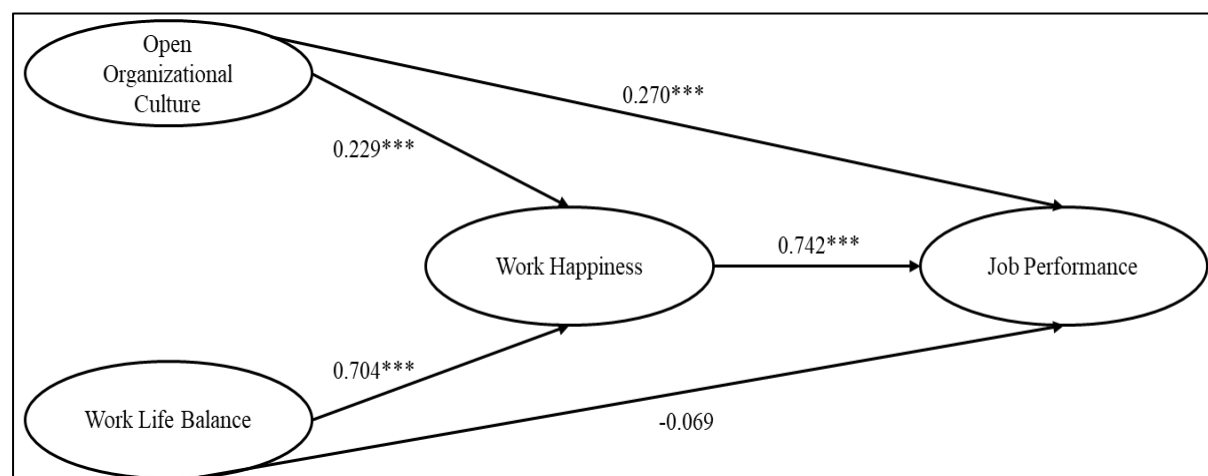


Figure 2: Statistical Equation Modelling with Hypothesis Modelling
*** $p < 0.001$

The relationship between open organisational culture, work-life balance, work happiness, and job performance was identified as a crucial factor influencing job performance. It was found that open organisational culture has a direct effect on work happiness (supporting H1), while work-life balance significantly influences work happiness directly (supporting H2). And open organisational culture directly affects job performance (supporting H3). However, the findings indicated that work life balance does not directly influence job performance (not supporting H4). Furthermore, work happiness was shown to have a notable direct impact on job performance (supporting H5). When work happiness was considered as a mediator, SEM confirmed that there is a significant indirect effect of open organisational culture on job performance through work happiness (supporting H6). Although, we found that work life balance does not directly influence job performance, it has an indirect effect through work happiness (supporting H7). A detailed summary of the hypothesis analysis is presented in [Table 6](#).

Table 6: Summary of the Hypotheses Analysis

	Hypothesis	Estimation	P-Value	Outcome
H1	OOC -> WHP	0.229	0.000	Significant
H2	WLB->WHP	0.704	0.000	Significant
H3	OOC->JP	0.270	0.000	Significant
H4	WLB->JP	-0.069	0.246	Not Significant
H5	WHP->JP	0.742	0.000	Significant
H6	OOC->WHP->JP	0.170	0.000	Significant
H7	WLB->WHP->JP	0.523	0.000	Significant

Note: JP: Job performance, OOC: Open Organisational Culture, WHP: Work Happiness, WLB: Work Life Balance

Discussion and Conclusion

This research model offers a valuable contribution to contemporary studies examining the impact of open organisational culture, work-life balance, and work happiness on job performance. The findings demonstrate that open organisational culture significantly influences work happiness. Within the context of Generation Z, this study provides evidence of various instances where work happiness is derived from an open organisational culture. Consequently, the results confirm that the effects of open organisational culture on work happiness align with the work of [Junça Silva and Coelho \(2023\)](#), who highlighted the critical role of employee happiness in organisational performance, noting that satisfied employees contribute more effectively to business success. Additionally, workplace flexibility has been associated with an improved balanced lifestyle, overall well-being, and job satisfaction. These elements collectively enhance employee engagement and happiness ([Bhusan & Sar, 2020](#); [Gill & Siddiqui, 2021](#)).

Thus, an open organisational culture can significantly enhance work happiness by fostering communication, collaboration, autonomy, trust, and continuous learning. Organisations that cultivate such cultures are more likely to create environments where employees feel valued, supported, and fulfilled, leading to increased work happiness and overall well-being.

The findings also suggest that work-life balance directly influences work happiness, consistent with the conclusions of [Elnanto and Suharti \(2021\)](#), who found that a balanced lifestyle positively impacts employee happiness. In summary, work-life balance can substantially affect work happiness within the Gen Z workforce by promoting balanced policies across the five dimensions studied (work dimension, family dimension, time dimension, financial dimension, and intellectual dimension). This study demonstrates that work happiness directly influences job performance, aligning with the findings of [Adnan Bataineh \(2019\)](#), [Al-Ali et al. \(2019\)](#), [Rizqi and Qamari \(2022\)](#), and [Daniels and Harris \(2000\)](#). Work happiness (arousal, pleasure, and self-validation) plays a significant role in Gen Z employees' job performance.

Furthermore, the research shows that work happiness mediates the relationship between open organisational culture and job performance. These results are consistent with existing studies highlighting the importance of organisational culture and work happiness in enhancing job performance. [Sitorus et al. \(2022\)](#) found a direct link between organisational culture and employee performance, while [Gupta et al. \(2023\)](#) emphasised its role in job satisfaction, which in turn affects performance. [Istyarini et al. \(2021\)](#) found that happy employees are more productive, creative, and resilient to stress. Job satisfaction, as an intermediary between organisational culture, work motivation, and performance, was also highlighted in research on service companies in the health sector ([Sholikhah et al., 2021](#)). In conclusion, fostering an open organisational culture can enhance job performance indirectly by increasing work happiness and job satisfaction, benefiting both employees and the organisation.

This study found that work happiness mediates the effect of work-life balance on job performance, showing an indirect impact. These findings align with existing research indicating that work-life balance and work happiness can improve job performance. However, the direct effect of work-life balance on job performance was not significant in this study. Previous research, such as [Faisal et al. \(2022\)](#), confirms that a balanced lifestyle enhances job satisfaction and psychological well-being, both of which are antecedents to job performance ([Haider et al., 2018](#); [Shahzadi, 2021](#)). As Gen Z continues to enter the workforce, their values and expectations are reshaping workplace dynamics, prompting societal shifts toward new working models that reflect the beliefs of this younger generation.

Implication and Recommendations

Theoretical Implications

This study highlights the importance of open organisational culture and work-life balance in understanding how these factors collaboratively influence job performance. The research underscores the role of work happiness as a mediating factor, providing empirical evidence that work happiness significantly affects the relationship between organisational culture, job performance, and work-life balance. This perspective enriches existing theories by focusing on the psychological and emotional well-being of employees, which are crucial pathways through which organisational policies impact performance. By examining Thailand's Gen Z, this study contributes to generational cohort theory, offering new insights into the distinct preferences, reactions, and values of Gen Z employees regarding work-life balance and organisational culture. This generational analysis facilitates a better understanding of how to meet the expectations of younger workers and tailor organisational strategies accordingly. Furthermore, the research advocates for a holistic view of employee well-being, considering the interaction of various workplace factors in influencing job performance.

Managerial Implication

Based on the findings, several recommendations are proposed for managers, particularly those overseeing Gen Z employees in Thailand, to enhance job performance. Key strategies include fostering an open organisational culture, promoting work happiness, and supporting work-life balance. Given that job performance is significantly influenced by work happiness, managers should prioritize creating an environment that enhances employees' happiness. This can be achieved by fostering transparency, open communication, and encouraging employees to voice their opinions. Regular feedback and a culture of honesty and disclosure are essential. Managers should also strive to create a culture that values inclusivity and diversity, ensuring all employees feel valued and supported. This could involve forming diverse teams and implementing anti-discrimination policies.

Empowering employees by offering autonomy and decision-making authority is another crucial aspect. Managers should delegate responsibilities, encourage initiative, and support self-managed teams. Additionally, continuous learning and professional development should be emphasized, with managers providing access to training programs and resources to help employees enhance their skills. Regular recognition and rewards for employee contributions can further motivate and boost morale, thereby improving performance. Finally, human resources strategies should focus on creating a culture that supports work-life balance, including policies like flexible working arrangements and childcare benefits. By integrating these strategies, organisations can enhance both individual performance and overall organisational success.

Limitations and Future Research Direction

A key limitation of this study is its reliance on cross-sectional data. Future research could build on these findings by examining different workplace contexts, such as varying industries or distinct organisational environments. Additionally, a more in-depth qualitative investigation into the definitions and components of work-life balance and work happiness within the Gen Z workforce is recommended. Methods such as interviews, focus groups, or ethnographic observations would allow for the collection of rich, nuanced insights directly from Gen Z employees. Since generational cohorts are characterised by unique attributes, life experiences, and work values, direct engagement is essential for gaining a deeper understanding of their perspectives.

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