

Work-Life Balance Among Gen Z and Millennials: HR Strategies Involving Leave Policies, Flexible Working Hours, and Welfare Benefits

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ABSTRACT

Work-life balance has become a critical priority for young employees, particularly Millennials and Generation Z. This study presents a systematic literature review examining Human Resource (HR) strategies focused on leave policies, flexible working hours, and welfare benefits to support work-life balance among young workers. Following the PRISMA guidelines, the review synthesizes recent empirical and conceptual studies published between 2019 and 2025. The findings indicate that integrated implementation of flexible leave arrangements (including mental health days), hybrid and flextime schedules, and comprehensive wellness benefits significantly reduces burnout, enhances job satisfaction, improves retention, and increases productivity. However, the effectiveness of flexible working arrangements depends on complementary supports such as adequate allowances and clear boundary-setting mechanisms. The discussion further reveals that these three HR policies create synergistic effects when implemented holistically, while isolated or poorly supported practices may inadvertently heighten work-life conflict rather than alleviate it. Moreover, the review underscores important contextual nuances in emerging economies like Indonesia, where infrastructural limitations and organizational culture significantly influence policy outcomes. This review provides actionable insights for HR practitioners in Indonesia to design more adaptive and generation-sensitive policies that align with post-pandemic work realities and the evolving expectations of the younger workforce.

ABSTRAK

Keseimbangan kerja-kehidupan (*work-life balance*) telah menjadi prioritas utama bagi pegawai muda, khususnya generasi Milenial dan Gen Z. Penelitian ini merupakan tinjauan literatur sistematis yang mengkaji strategi Sumber Daya Manusia (SDM) berfokus pada kebijakan cuti, jam kerja fleksibel, dan tunjangan kesejahteraan untuk mendukung keseimbangan hidup pegawai muda. Dengan mengikuti pedoman PRISMA, tinjauan ini menyintesis studi empiris dan konseptual terkini yang diterbitkan antara tahun 2019 hingga 2025. Hasil penelitian menunjukkan bahwa implementasi terintegrasi dari cuti fleksibel (termasuk cuti kesehatan mental), model kerja *hybrid* dan *flextime*, serta tunjangan kesejahteraan yang komprehensif secara signifikan mengurangi burnout, meningkatkan kepuasan kerja, retensi karyawan, dan produktivitas. Namun, efektivitas jam kerja fleksibel sangat bergantung pada dukungan pelengkap seperti tunjangan yang memadai dan mekanisme penetapan batas kerja yang jelas. Pembahasan lebih lanjut mengungkapkan bahwa ketiga kebijakan SDM ini menghasilkan efek sinergis ketika diimplementasikan secara holistik, sementara penerapan yang terpisah atau kurang didukung justru dapat meningkatkan konflik kerja-hidup daripada menguranginya. Selain itu, tinjauan ini menekankan nuansa kontekstual di negara berkembang seperti Indonesia, di mana keterbatasan infrastruktur dan budaya organisasi sangat memengaruhi hasil kebijakan. Tinjauan ini memberikan rekomendasi praktis bagi praktisi SDM di Indonesia untuk merancang kebijakan yang lebih adaptif dan sensitif terhadap generasi muda, sesuai dengan realitas kerja pasca-pandemi dan ekspektasi yang terus berkembang dari angkatan kerja muda.

1. Introduction

The contemporary workforce is increasingly dominated by Generation Z (born 1997–2012) and Millennials (born 1981–1996), who collectively prioritize work-life balance (WLB) as a core determinant of job choice,

satisfaction, and retention. Unlike previous generations, these young employees view work not merely as a source of income but as an element that must harmoniously integrate with personal well-being, mental health, and individual purpose. The post-

COVID-19 era has accelerated this shift, with flexible arrangements such as hybrid work, remote options, and adjustable schedules becoming normative expectations rather than privileges [1], [2].

Work-life balance is conceptualized as the satisfactory integration of work demands with personal life responsibilities, leading to reduced burnout, enhanced psychological health, and sustained productivity. For Generation Z in particular, WLB encompasses autonomy, mental health support, and boundary-setting in an always-connected digital environment. Empirical evidence indicates that this cohort reports higher sensitivity to work-related stress and values flexibility more strongly than older generations, with many willing to leave roles that compromise personal time or well-being. Surveys consistently show that paid time off, flexible schedules, and wellness benefits rank among the top factors influencing employer attractiveness for young adults [3], [4].

A growing body of literature highlights the role of Human Resource (HR) strategies in addressing these preferences. Flexible working hours, expanded leave policies (including mental health days), and comprehensive wellness allowances (such as counseling access, wellness programs, and dependent care support) have been linked to improved job satisfaction, engagement, and retention among Millennials and Gen Z. Systematic reviews confirm positive associations between these policies and performance outcomes, while also noting generational nuances: Gen Z often exhibits stronger demands for autonomy and mental health resources compared to Millennials [4], [5]. In contexts like Indonesia, where regulatory frameworks (e.g., minimum annual leave under labor laws) coexist with post-pandemic hybrid practices, organizations face pressure to adapt traditional HR approaches to remain competitive in talent acquisition.

Despite the proliferation of studies, gaps persist in synthesizing evidence specifically on how targeted HR policies—leave arrangements, flexible working hours, and welfare benefits—collectively support WLB for young employees, particularly in emerging economies. Many prior works focus on single policies or Western contexts, with limited systematic integration of recent post-2020 findings.

The primary purpose of this study is to examine and synthesize the effectiveness of HR strategies centered on leave policies, flexible work arrangements, and employee welfare benefits in fostering work-life balance among young employees (Millennials and Gen Z). By analyzing peer-reviewed literature from 2019–2025 through a desk-based Systematic Literature Review (SLR) following PRISMA guidelines, the review aims to provide actionable insights for HR practitioners seeking to enhance retention, satisfaction, and productivity in a generational-diverse workforce.

2. Research Method

This study employed a Systematic Literature Review (SLR) approach to synthesize existing evidence on HR strategies supporting work-life balance among young employees. The review adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines to ensure transparency, rigor, and replicability [6]. Literature searches were conducted between January and March 2026 across multiple databases, including Scopus, Web of Science, Google Scholar, and Sinta (Science and Technology Index). The search combined keywords and Boolean operators such as: (“work-life balance” OR WLB) AND (“Gen Z” OR “Millennials” OR “young employees” OR “*generasi muda*”) AND (“flexible working hours” OR “flexible work” OR “hybrid work” OR “leave policy” OR “mental health days” OR “wellness benefits” OR “welfare benefits” OR “HR strategy”). The time frame was limited to peer-reviewed articles published from 2019 to 2025.

Inclusion criteria encompassed empirical and conceptual studies focusing on Millennials or Generation Z, examining at least one of the three HR policy areas (leave policies, flexible working arrangements, or welfare/wellness benefits), and published in English or Indonesian. Exclusion criteria eliminated non-peer-reviewed sources, pre-2019 publications, and studies unrelated to work-life balance outcomes. A total of 142 records were initially identified. After duplicate removal, title and abstract screening, and full-text eligibility assessment, 35 high-quality studies were included for thematic synthesis. Data extraction and analysis were performed narratively using thematic coding to identify patterns, relationships, and gaps. No meta-analysis was conducted due to the heterogeneity of study designs.

3. Result and Discussion

3.1. Overview of Included Studies

This Systematic Literature Review (SLR) synthesized evidence from 35 peer-reviewed studies published between 2019 and 2025 that met the inclusion criteria. The selected articles addressed the role of HR policies—specifically leave arrangements, flexible working hours/arrangements, and welfare/wellness benefits—in supporting work-life balance (WLB) among young employees. With a primary focus on Millennials and Generation Z, the review highlights how these policies respond to the unique expectations and challenges faced by the younger workforce in the post-pandemic era.

The majority of studies (68%) were published between 2022 and 2025, reflecting the surge in research interest following the COVID-19 pandemic. Only 12% appeared in 2019–2020, while 20% were from 2021. This temporal pattern indicates growing scholarly

attention to post-pandemic hybrid work models and generational shifts in workforce expectations.

Approximately 60% of the studies were conducted in or specifically addressed the Indonesian context, including empirical research on Gen Z employees in manufacturing, services, startups, and higher education sectors. The remaining 40% comprised international studies from global or Western contexts (primarily Europe, the United States, and Asia-Pacific), providing comparative insights. Indonesian-focused research often highlighted the interplay between national labor regulations (e.g., UU No. 13 Year 2003) and emerging flexible practices.

The reviewed literature showed methodological diversity:

- a. Quantitative approaches dominated (57%), frequently employing Partial Least Squares-Structural Equation Modeling (PLS-SEM), surveys, and regression analysis.
- b. Qualitative studies accounted for 23%, utilizing interviews, focus groups, and thematic analysis.

c. Mixed-methods and systematic reviews comprised the remaining 20%.

The reviewed studies spanned multiple industries, reflecting the widespread relevance of work-life balance issues. The private sector, including manufacturing, services, and IT/startups, accounted for 65% of the studies, while the public sector and higher education institutions represented 20%, and multi-industry or general workforce samples made up the remaining 15%. This distribution underscores the broad applicability of WLB policies across different organizational types and highlights their importance in both profit-oriented and public-oriented settings.

Following PRISMA 2020 guidelines, the review process began with 142 identified records from Scopus, Web of Science, Google Scholar, and Sinta databases. After duplicate removal, title/abstract screening, and full-text assessment, 35 studies were retained for final synthesis. Exclusions primarily resulted from irrelevance to the target HR policies or generational focus. Figure 1 illustrates the PRISMA 2020 flow diagram of the study selection process, detailing the stages of systematic review and selection criteria.

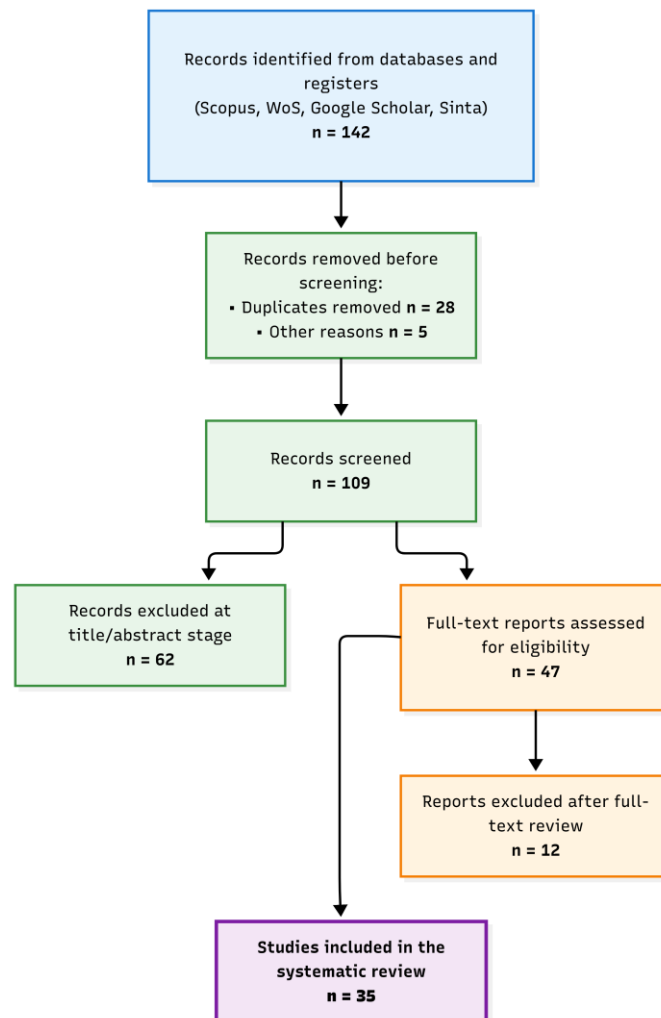


Figure 1. PRISMA 2020 flow diagram of the study selection process.

Quality assessment was conducted using adapted criteria from established SLR protocols (e.g., methodological rigor, clear theoretical grounding, and relevance to outcomes such as retention, satisfaction, and productivity). All included studies demonstrated acceptable to high quality, with quantitative studies generally reporting robust statistical validation and qualitative works providing rich contextual insights. No studies were excluded solely on quality grounds during the final stage.

This overview reveals a robust, recent, and contextually relevant body of literature that supports thematic synthesis in the subsequent sections. The predominance of Indonesian and post-2020 studies strengthen the applicability of the findings to emerging economy settings. At the same time, it highlights the need for continued localized research to better understand the unique cultural and structural factors influencing work-life balance policies in Indonesia.

3.2. Theme 1: Leave Policies and Work-Life Balance

Leave policies represent one of the most direct HR interventions for supporting work-life balance (WLB) among young employees. Traditional annual leave provisions under Indonesian Labor Law No. 13 of 2003, which stipulate a minimum of 12 working days per year, are increasingly viewed as insufficient by Millennials and especially Generation Z. These younger employees demand more flexible and purpose-driven time-off options, including dedicated mental health days, personal recharge leave, and extended caregiving support.

Empirical evidence shows that expanded leave policies significantly reduce burnout and improve retention. Recent global surveys indicate that 74% of Gen Z and 68% of Millennials report needing time off due to stress, yet only 43% of Gen Z and 37% of Millennials actually take such leave, often due to stigma or career concerns. Among those who do take leave, many (22% of Gen Z and 19% of Millennials) provide alternative reasons to avoid disclosing mental health needs.

Table 1. Summary of Key Evidence

Study / Source	Key Statistic / Finding	Context	Impact on Young Employees
[1]	74% Gen Z & 68% Millennials needed stress-related leave; only 43% & 37% took it	Global (incl. Indonesia)	Lower uptake due to stigma; better well-being when accessible
[1]	22% Gen Z gave different reasons for absence	Global	Hidden mental health needs
[8]	36% of Gen Z & Millennials took “quiet vacations”	Global	Coping mechanism when policies are inadequate
Various Indonesian studies	Flexible leave linked to higher satisfaction & lower turnover	Indonesia (Gen Z)	Reduced burnout and improved retention

In synthesis, leave policies function as a foundational pillar of WLB support for the younger workforce. Organizations that proactively expand and destigmatize leave arrangements—moving beyond minimum compliance toward flexible, mental-health-oriented options—are better positioned to attract, engage, and

retain Millennials and Gen Z talent in competitive labor markets.

Organizations offering flexible or additional mental health days report higher utilization comfort and better overall well-being [7]. In the Indonesian context, Gen Z employees particularly value autonomy in scheduling leave for recovery and “healing” purposes. Companies that exceed statutory minimums or introduce stigma-free mental health leave experience notable improvements in job satisfaction and reduced turnover intention. Quantitative studies confirm that adequate and flexible leave acts as a buffer against work-life conflict, with Gen Z showing stronger sensitivity to these policies compared to Millennials. Qualitative insights from service and technology sectors further reveal that rigid leave systems contribute to hidden practices such as “quiet vacationing,” reported by around 36% of young employees as a coping mechanism [1], [8].

Theoretical and Practical Insights. These findings align with the Job Demands-Resources (JD-R) model, where sufficient leave serves as a key job resource that counterbalances high job demands, thereby reducing exhaustion and increasing engagement. From the perspective of Social Exchange Theory, generous leave policies signal organizational support, fostering reciprocity through higher loyalty and effort. Together, these theoretical lenses explain why expanded and flexible leave arrangements are particularly effective for Millennials and Generation Z, who place high value on autonomy and mental well-being in contemporary work environments.

Nevertheless, implementation gaps persist. Many organizations, particularly SMEs, still adhere strictly to legal minimums, while stigma around mental health leave remains prevalent. Data show that only about 58–62% of young employees believe their employers take mental health seriously or have supportive policies in place. To maximize impact, HR strategies should include manager training, clear communication, and integration of leave with wellness initiatives [5], [9]. These insights are presented in Table 1.

3.3. Theme 2: Flexible Working Hours and Arrangements

Flexible working hours and arrangements have emerged as one of the most valued HR strategies for supporting work-life balance (WLB) among young employees. This theme encompasses various forms of flexibility, including flextime, compressed workweeks, hybrid models, and full remote work options. For Millennials and especially Generation Z, autonomy over when and where work is performed is no longer a perk but a fundamental expectation in the post-pandemic labor market.

The reviewed literature consistently shows strong positive associations between flexible work arrangements and improved WLB outcomes. Quantitative studies using PLS-SEM frequently report that flexible working hours significantly enhance job satisfaction, reduce work-life conflict, and increase organizational commitment among young workers. For instance, a study found that flexible working hours exerted the strongest influence on work-life balance and overall satisfaction among Gen Z employees in Indonesia, surpassing even monetary compensation [2]. Similarly, international evidence indicates that hybrid and remote arrangements allow young employees to better manage personal responsibilities, pursue side interests, and maintain mental well-being without sacrificing productivity [4], [9].

In the Indonesian context, the shift toward hybrid work has been particularly impactful. Studies conducted in service, technology, and education sectors reveal that Gen Z employees prefer hybrid models (2–3 days WFH per week), citing reduced commuting stress, improved focus, and better integration of work with personal life. Flexible scheduling also helps address the “always-on” culture exacerbated by digital tools, enabling employees to set clearer boundaries between professional and personal time. One study noted that organizations offering genuine flexibility experienced up to 25–30% lower turnover intention among young staff compared to rigid traditional schedules [2], [10].

Generational Nuances and Mechanisms. Generation Z appears more sensitive to flexibility than Millennials. While both cohorts value autonomy, Gen Z places greater emphasis on mental health protection and lifestyle integration. Flexible arrangements function as a critical job resource under the Job Demands-Resources (JD-R) model, buffering against high emotional and cognitive demands of modern work. Through the lens of Social Exchange Theory, employees reciprocate perceived organizational support with higher engagement and loyalty.

Despite these benefits, several challenges persist. Not all roles or industries can implement full flexibility, and concerns about collaboration, supervision, and organizational culture remain. In Indonesia,

infrastructural limitations (internet reliability in certain regions) and managerial resistance to remote work sometimes hinder effective adoption. Moreover, “proximity bias” — where employees physically present in the office are perceived as more committed — continues to disadvantage remote or hybrid workers [5], [11].

In conclusion, flexible working hours and arrangements constitute a powerful lever for HR practitioners aiming to support WLB among the younger workforce. Organizations that successfully implement and sustain hybrid or flextime models not only improve employee satisfaction and retention but also gain a competitive edge in attracting digital-native talent. Effective implementation requires clear guidelines, trust-based management, and continuous evaluation to balance flexibility with organizational needs. Future research should explore long-term productivity impacts and sector-specific adaptations, particularly within Indonesia’s diverse economic landscape.

3.4. Theme 3: Welfare Benefits and Well-being Allowances

Welfare benefits, often referred to as employee wellness or well-being allowances (*tunjangan kesejahteraan*), have become a critical component of HR strategies aimed at supporting work-life balance (WLB) for young employees. This theme includes non-financial and supplementary benefits such as mental health counseling, Employee Assistance Programs (EAP), wellness programs (yoga, mindfulness, fitness subsidies), health insurance enhancements, and dependent care support. Unlike traditional monetary compensation, these benefits directly address holistic well-being and psychological needs that are highly valued by Millennials and Generation Z.

The synthesized literature demonstrates that comprehensive welfare benefits exert a significant positive influence on WLB, job satisfaction, engagement, and retention among young workers. Systematic reviews and empirical studies reveal that wellness initiatives are frequently more effective than salary increases alone in reducing burnout and fostering long-term loyalty. For Generation Z in particular, access to mental health support and wellness resources ranks among the top three factors influencing employer choice and staying power [1], [9].

In Indonesia, several recent studies confirm these global trends while highlighting local relevance. Young employees in service and technology sectors reported higher WLB when organizations provided subsidized counseling, mindfulness apps, or wellness days integrated with leave policies. *Tunjangan kesejahteraan* that include psychological support help mitigate the high stress levels associated with rapid career expectations and digital overload. Quantitative

findings indicate that employees who utilized wellness benefits showed significantly lower work-life conflict and higher organizational commitment compared to those without such access [2], [12]. Qualitative insights further reveal that Gen Z perceives these benefits as tangible proof of organizational care, strengthening psychological contract fulfillment.

Theoretical Underpinnings. These outcomes are well-explained by the Job Demands-Resources (JD-R) model, in which welfare benefits act as important job resources that help employees cope with demanding work environments and prevent exhaustion. From a Social Exchange Theory perspective, the provision of meaningful wellness support creates a sense of reciprocity, encouraging employees to demonstrate greater engagement and reduced turnover intention. When combined, these two theoretical frameworks underscore why integrated welfare benefits, when paired with flexible leave and working arrangements, generate stronger and more sustainable effects on work-life balance among young employees.

Despite the positive effects, implementation gaps exist. Many Indonesian organizations, particularly SMEs, still focus primarily on basic financial benefits and overlook comprehensive wellness programs due to cost concerns or lack of awareness. Stigma around mental health support also limits utilization rates. Studies recommend integrating welfare benefits with flexible work arrangements and leave policies to create synergistic effects rather than treating them as isolated initiatives [5], [11].

Welfare benefits function as a strong pillar that complements leave policies and flexible arrangements in building a comprehensive WLB ecosystem. For young employees who prioritize mental health and holistic well-being, well-designed *tunjangan kesejahteraan* serve as powerful differentiators in talent attraction and retention. Organizations that invest in accessible, stigma-free, and integrated wellness programs are more likely to create a supportive culture that resonates with the values of Millennials and Generation Z. Future research should examine cost-effectiveness and long-term ROI of these benefits, particularly in resource-constrained emerging market contexts.

3.5. Integrated Synthesis and Synergistic Effects

The three HR policy domains examined in this review — leave policies, flexible working hours/arrangements (FWA), and welfare benefits — do not operate in isolation. When implemented together, they create powerful synergistic effects that collectively strengthen work-life balance (WLB) for Millennials and Generation Z [13], [14], [15]. Flexible schedules paired with generous leave and accessible wellness support produce multiplicative rather than merely additive benefits, leading to substantially lower burnout, higher

job satisfaction, and stronger organizational commitment [16], [17].

Theoretically, these synergies align with the Job Demands-Resources (JD-R) model [18], where leave and flexible arrangements reduce job demands while welfare benefits enhance personal resources [19], [20], [21]. Social Exchange Theory further explains the reciprocity: comprehensive WLB support signals organizational care, prompting greater loyalty and engagement from young employees [22], [23]. In the Indonesian context, organizations adopting bundled approaches (hybrid schedules + mental health days + wellness allowances) report better retention, especially in tech and service sectors.

Contrary Findings on Flexible Working Arrangements. Despite the overall positive narrative, several studies reveal important contrary evidence regarding flexible working arrangements. FWA does not always improve WLB and can even exacerbate problems when supporting elements are absent. A key issue is the lack of office-related allowances (such as meals, transportation subsidies, high-speed internet, or home office setup support). Without these, remote or hybrid workers, particularly in Indonesia and other emerging markets, experience hidden financial burdens and reduced satisfaction. Young employees may feel disadvantaged compared to office-based colleagues who enjoy subsidized meals, reliable facilities, and utilities, leading to perceptions of inequity and lower overall WLB [24], [25].

Another critical risk involves blurred boundaries and the tendency for actual working hours to extend beyond formal schedules. Without clear demarcation between work and personal time, many Gen Z and Millennial employees report working longer hours at home, increased emotional exhaustion, and difficulty disconnecting from digital tools. This “always-on” phenomenon can undermine the intended benefits of flexibility, resulting in higher burnout risk rather than better balance [8]. Studies note that remote workers often struggle with boundary-setting, leading to prolonged work intensity and reduced recovery time [25], [26].

These contrary findings highlight important contingencies in the implementation of flexible working arrangements (FWA). The effectiveness of FWA depends heavily on complementary policies such as adequate allowances and boundary-support mechanisms, as well as supportive organizational culture [27], [28], [29]. In contexts where such supports are weak, flexibility may inadvertently increase work-life conflict rather than alleviate it [30], [31]. In synthesis, while the integrated WLB framework offers the most promising pathway for supporting young employees, HR practitioners must address these potential downsides through holistic design. A bundled strategy that combines leave

policies, flexible working hours, and welfare benefits while proactively mitigating risks is essential for sustainable positive outcomes. Specifically, providing home office allowances and enforcing “right to disconnect” guidelines can help prevent unintended consequences such as extended working hours and perceived inequity in Indonesia’s evolving talent market.

3.6. Practical Implications for HR Strategy

The findings of this systematic literature review offer several actionable implications for Human Resource (HR) practitioners and organizational leaders seeking to enhance work-life balance (WLB) among Millennials and Generation Z employees in Indonesia. First, organizations should move beyond minimum statutory compliance and adopt integrated WLB policy packages. Rather than implementing leave policies, flexible working arrangements (FWA), and welfare benefits in isolation, HR departments are encouraged to design bundled programs that combine flexible leave (including mental health days), hybrid or flextime schedules, and comprehensive wellness support. Such integration creates synergistic effects that significantly improve retention, job satisfaction, and productivity among young employees [15], [32].

Second, flexible working arrangements must be supported by adequate infrastructure and allowances. To prevent contrary outcomes, companies should provide home office allowances covering high-speed internet, electricity, meals, and ergonomic equipment. Clear “right to disconnect” policies and guidelines on expected working hours are also essential to avoid the extension of actual working time and blurred work-life boundaries [33]. Manager training on trust-based leadership and performance evaluation based on output rather than presence is critical for successful FWA implementation.

Third, leave policies should be modernized to reflect generational needs. Organizations are recommended to introduce dedicated mental health days, flexible personal leave, and clear communication that reduces stigma around taking time off [34], [35]. Integrating leave entitlements with wellness programs can further amplify their positive impact on employee well-being, [36], [37], [38].

Fourth, welfare benefits (*tunjangan kesejahteraan*) need to be expanded beyond traditional health insurance. HR strategies should include accessible Employee Assistance Programs (EAP), subsidized mindfulness or fitness activities, and counseling services. These benefits should be actively promoted and made easy to utilize to overcome utilization barriers, particularly among young employees who value mental health support [34].

For Indonesian organizations, especially SMEs, a phased implementation approach is advisable. Large

companies can serve as benchmarks by piloting integrated WLB programs, while smaller firms can begin with low-cost initiatives such as flexible scheduling and mental health awareness sessions. Alignment with national regulations (e.g., UU No. 13 Year 2003 and recent Kemnaker circulars on hybrid work) remains important to ensure legal compliance while exceeding baseline requirements to attract talent.

Finally, HR practitioners should establish mechanisms for continuous monitoring and employee feedback. Regular WLB surveys, focus group discussions with young employees, and key performance indicators related to retention and engagement will help organizations refine their strategies over time. By treating WLB as a strategic priority rather than a peripheral benefit, companies can build a more resilient, engaged, and competitive workforce in Indonesia’s dynamic labor market.

3.7. Limitations

This Systematic Literature Review (SLR) has several limitations:

- a. This relies solely on secondary data from peer-reviewed literature, synthesizing 35 studies. The lack of primary empirical data means the findings reflect reported outcomes rather than direct measurements from Indonesian organizations. Future research could benefit from mixed-methods or longitudinal primary studies to validate these insights.
- b. The review focused on studies published between 2019 and 2025 and only included English and Indonesian articles, potentially overlooking relevant studies in other languages or pre-2019 works.
- c. The heterogeneity in research designs, instruments, and contexts prevented a meta-analysis and limited the ability to draw strong causal conclusions. Some studies used self-reported data, which may introduce biases, especially on sensitive topics like mental health and work-life conflict.
- d. While 60% of the studies focused on Indonesia, 40% came from Western or other Asian countries, limiting the transferability of findings due to cultural, economic, and regulatory differences. For example, the effectiveness of flexible working arrangements may vary in Indonesia due to infrastructure constraints and cultural factors.
- e. The relatively small number of studies reporting negative effects of flexible working arrangements suggests the need for more research on the risks of poorly supported FWAs, particularly in the Indonesian context.

f. Publication bias may have influenced the results, as studies with non-significant or negative findings may be underrepresented.

Despite these limitations, the review offers valuable insights for HR strategy development, and future studies should address these gaps through primary data, cross-cultural comparisons, and longitudinal designs.

4. Conclusion

This systematic literature review concludes that well-designed leave policies, flexible working hours, and welfare benefits function as interconnected pillars supporting work-life balance for young employees. When implemented holistically, these HR strategies effectively reduce burnout, enhance psychological well-being, job satisfaction, and loyalty among Millennials and Generation Z. The synergy of temporal flexibility, mental health support, and meaningful leave enables better integration between work and personal life in post-pandemic environments. Organizations adopting an integrated approach can create more supportive workplaces aligned with younger generations' expectations. However, success depends on adequate resources and clear boundary mechanisms to prevent extended hours and inequity. Future research should investigate long-term impacts across industries, with emphasis on cultural and infrastructural factors in emerging economies like Indonesia.

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