

CHAPTER I

INTRODUCTION

1.1 Research Background

In today's world, the modern workplace has followed the steps of globalization, rapid technological advancements, and higher organizational expectations. These changes have led to higher demands for professionalism and perfectionism performance to remain competitive in labor market (Klju et al., 2023). Therefore, employees are often put under many pressured working conditions such as having tight deadlines, managing heavy workloads, working overtime, or even meeting high performance targets. These conditions have led to an increase in job stress levels among employees (Feltz-cornelis et al., 2023).

This condition is distinctly proved in the latest Deloitte Gen Z and Millennial Survey (2026, p.37), which indicates a significant gap between the level of job stress in the workplace and the employees' ability and capacity to cope with it. According to the report, 71% of Generation Z employees needed time off from work due to work-related stress. However, only 41% of them who felt comfortable of taking the time off to cope with work-related stress. Additionally, 21% of them concealed the actual reason for their absence from their employers, while 16% of them choose to continue working despite experiencing job stress. These findings indicates that organizational expectations and pressures may

limit Generation Z employees' ability to cope with stress, which can negatively affect their long-term job performance.

Therefore, job performance has become one of the biggest challenges for organizations, whereas employees play an important and crucial role in maintaining organizational quality and competitiveness. Job performance refers to the actions and behaviors of the employees that support and are aligned with the organizational values and objectives of one organization. It is essential for organizations because it has big contributions in achieving organizational goals, making positive outcomes, and sustaining a competitive quality (Dorta-Afonso et al., 2025).

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In this context, maintaining high job performance in every individual might be a formidable challenge to achieve whereas employees are experiencing high levels of work-related pressure. However, job performance is often influenced by job stress; it is an occupational stress that occurs in the workplace when professionals' requirements exceed more than the ability of the employees' capacity to manage them (Conceição & Palma-Moreira, 2025; Zhou & Zheng, 2022). In such conditions, employees may experience difficulties in managing their work responsibilities and negatively impact their job performance (Frost et al., 2023). Therefore, it is important to understand the impact of job stress on employees' performances in doing their job. Proper management is essential for

such situations due to prolonged stress that might affect the employees' ability in doing their job effectively and consistently.

To maintain and handle job stress, employees need support and resources that can help them to cope with the various requirements that they face in the workplace. By this situation, according to the Job Demands–Resources perspective, social support play a crucial role in reducing stress and helping employees to cope with the job stress in their working conditions (Jimenez & Dunkl, 2017). The Job Demands-Resources model explains that every job has both job demands and job resources. Job demands are things that require effort from employees, such as heavy workloads, tight deadlines, and high responsibilities, which can become stressful if they feel too overwhelming. Meanwhile, job resources are things that help employees do their job better, like support from coworkers, guidance from supervisors, or a positive work environment. Therefore, in this situation, social support plays an important role in helping employees to deal with job demands. When employees feel supported with its surroundings, they usually will be more confident and not overwhelmed when facing pressures.

Social support is widely recognized as a protective factor that can help employees to cope with job stress and the negative impacts from its pressures (Feltz-cornelis et al., 2023). Thus, social support can come from coworkers, supervisors, family, or even friends outside the workplace and it may provide

various forms of supportive encouragement such as emotional validation, helpful advice, and assistance in completing tasks. Therefore, when employees feel supported, they may feel less overwhelmed and they can be more confident in managing their work responsibilities effectively and maintain their job performance well even when they're under pressure.

This becomes specifically important when considering the characteristics and challenges faced by the emerging workforce, especially Generation Z. In today's global labor market, there is a shift in their demographic transformation as Generation Z has entered the professional world. Generation Z refers to the individuals who were born between 1995 and 2012 who grew up through transition of technology (Janssen & Carradini, 2021). In this era, Generation Z brought out their unique style and characteristics that are different from Millennials and the Baby Boomers generation, they bring the values of digitalization, high self-esteem, creative thinking, dynamism, and goal oriented with high awareness of mental health (Bińczycki et al., 2023; Salvadorinho et al., 2026). However, besides all of their unique values and characteristics, global studies have consistently shown us that Generation Z known as having significantly higher level of stress and anxiety compared to Millennials or Baby Boomers Generation (Acunto et al., 2025). The starting point of their entry into the workforce is somehow coincidently happening with global instability such as the post-pandemic world from Covid-19 whereas the new normalization during that time make their mental health in a critical point for facing the world.

Jakarta is the capital city of Indonesia, which serve as the core system of the economic hub and high employment activities (Janssen et al., 2022). This condition makes it attractive for Generation Z to seek opportunities for building their professional careers. However, Jakarta is characterized by socio-economic inequality and having intense urban competition which may increase the pressure on employees in maintaining their job performance. Furthermore, to live and build professional careers in metropolitan city it is associated with some challenges such as the high cost of living, the high standard of lifestyle demand, and psychosocial pressures where the previous study have shown that Generation Z in Jakarta experiences financial anxiety and influenced by the consumptive high level of lifestyle which effect their overall well-being (Parlie & Tarigan, 2025).

Existing studies have shown that job stress, job performance, and social support are related. However, this study specifically examines the moderating role of social support among Generation Z employees in Jakarta. With the dynamics in metropolitan cities like Jakarta the competitive labor market, high living cost, and the socio-economic inequality that make it more challenging for Generation Z employees in handling their stress from such pressures (Janssen et al., 2022; Parlie & Tarigan, 2025). After all, this condition makes it crucial to examine how social support can play a vital role in helping Generation Z to cope with their stress.

Therefore, this study focusses on examining the impact of job stress on job performance among Generation Z employees in Jakarta and the moderating role of social support in this relationship. By examining the gaps, the researcher hopes that it will give theoretical and practical contributions to the future researchers to continue the study.

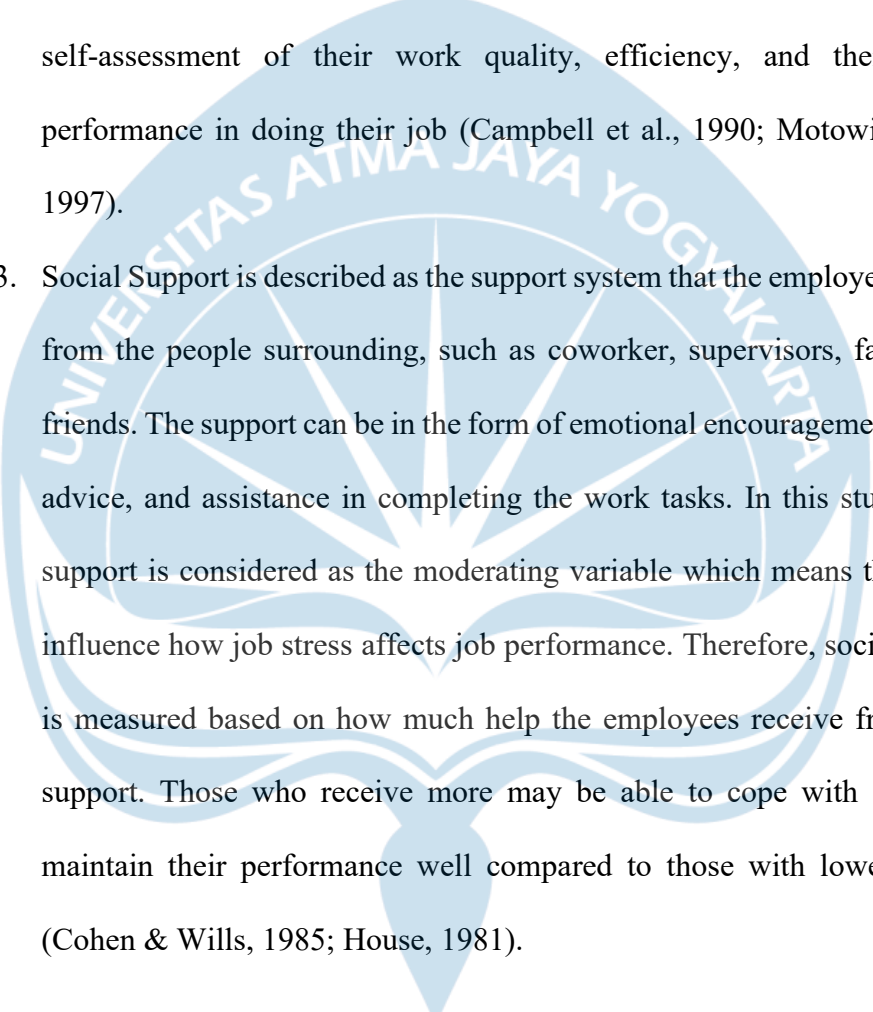
1.2 Research Questions

1. Does job stress have a significant effect on Generation Z employees' job performance in the workplace?
2. Does social support moderate the relationship between job stress and the Generation Z employees' job performance?

1.3 Research Scope

This study focuses on examining the relationship between job stress and Generation Z employees' job performance, with social support as a moderating variable.

1. Job stress is described as the high level of pressure or tension that the employees felt from the demands of their job that exceed the ability to handle them. In this study, it refers to the situations of having heavy workloads, tight deadlines, overworking hours, and high-performance targets that make the employees feel overwhelmed. In this study, job stress is measured based on the employees' perceptions of how they felt in their workplace (Conceição & Palma-Moreira, 2025; C. L. Cooper & Marshall, 1976).

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2. Job Performance is described as the effectiveness of the employees' work output. It refers to the employees' ability in completing their task, maintaining productivity, and contributing to the organizational values positively. In this study, job performance is measured based on employees' self-assessment of their work quality, efficiency, and their overall performance in doing their job (Campbell et al., 1990; Motowidlo et al., 1997).
 3. Social Support is described as the support system that the employees receive from the people surrounding, such as coworker, supervisors, family, and friends. The support can be in the form of emotional encouragement, helpful advice, and assistance in completing the work tasks. In this study, social support is considered as the moderating variable which means that it may influence how job stress affects job performance. Therefore, social support is measured based on how much help the employees receive from social support. Those who receive more may be able to cope with stress and maintain their performance well compared to those with lower support (Cohen & Wills, 1985; House, 1981).

1.4 Research Objective

1. To examine the impact of job stress on Generation Z employees job performance in Jakarta, Indonesia.
2. To clarify whether social support moderates the relationship between works stress and Generation Z employees job performance in Jakarta, Indonesia.

1.5 Research Benefits

Based on the points above, this research provides both theoretical and practical contributions that may be of benefit for future researchers.

Theoretical Benefits

This research is intended to contribute to the development of human resource management theory and reference contributions especially in understanding the relationship between job stress, social support, and Generation Z employees' job performance. Researcher hopes that the findings of this research may enrich the existing literature and expand the understanding of how social support can be a safeguard that allows the Generation Z employees to cope with job stress and maintain their job performance in their workplace at a high level of standards that should be met.

Practical Benefits

The findings of this study provide insights of how job stress can impact Generation Z employees' job performance and how social support can help them in facing workplace challenges. Moreover, may the findings of this study help the organizations to be more prepared to make some effective strategies, especially for the HR Department to provide things such as the supportive work environments, effective communication, and strengthening social support systems in the workplace that will maintain optimal job performance.

1.6 Writing Systematic Order

This research is organized as follows:

1. CHAPTER I INTRODUCTION

This chapter is pictured as the introduction of the study which consists of background of the research, research questions, research scope, research objectives, and the benefits of this research.

2. CHAPTER II LITERATURE REVIEW

This chapter contains information of theories that support this research, variables and hypothesis development of the research, also theoretical framework

3. CHAPTER III RESEARCH METHODOLOGY

This chapter discusses the information regarding the methodology which consists of the population, sample, sampling method, research variables, data collection, and analysis methods.

4. CHAPTER IV DATA ANALYSIS

This chapter describes the result of the data analysis method and presents the explanation from the output.

5. CHAPTER V CONCLUSION

This chapter provides the conclusion of the research, managerial implications for related studies recommendations for future studies in the same field.