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Balancing the Scales: The Role of Work-Life Balance and Technological Support in Enhancing Gig Worker Productivity in Indonesia

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Abstract

Research Aims: This study examined the impact of work-life balance (WLB) initiatives on gig worker productivity, focusing on the mediating role of job satisfaction and the moderating effects of gig work characteristics and technological support.
Design/Methodology/Approach: PLS-SEM was used in this study to analyse survey data collected from a sample of 400 gig workers engaged in various platforms, including Gojek, Grab, Shopee, and Freelancer.com. The survey instrument comprised structured questions designed to measure key constructs, namely WLB initiatives, technological support, job satisfaction, and employee productivity.
Research Findings: WLB initiatives significantly positively impacted employee productivity, with job satisfaction functioning as a key mediating factor in this relationship. Moreover, the effectiveness of WLB initiatives was further amplified under conditions of low work intensity, stable gig roles, and robust technological support.
Theoretical Contribution/Originality: By applying the Job Demands-Resources (JD-R) model to the gig economy, this study highlighted the critical role of tailored interventions, specifically the integration of technological tools and effective workload management, in enhancing both productivity and job satisfaction among gig workers.
Managerial Implication in the South East Asian Context: The findings underscored the necessity for culturally responsive WLB initiatives and enhanced technological support to address persistent challenges, including job insecurity and inconsistent workloads, within Southeast Asia's evolving labour market.
Research Limitation & Implications: The cross-sectional design of this study limited the ability to draw causal inferences, and the findings may not be fully generalisable beyond the Indonesian context. Future research should employ longitudinal designs and examine diverse cultural settings to refine and validate strategies aimed at promoting sustainable productivity and well-being among gig workers.

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Keywords: Work-Life Balance, Gig Economy, Job Satisfaction, Productivity, Technological Support

INTRODUCTION

The gig economy has fundamentally reshaped the employment landscape by introducing flexible, short-term, and task-based work arrangements facilitated by digital platforms. This sector has experienced exponential growth in Indonesia, with an estimated 23.6 million gig workers, representing approximately 19.8% of the country's total workforce (Putri et al., 2023). This rapid expansion is largely driven by platforms such as Gojek, Grab, Shopee, and Freelancer.com, which offer various opportunities across sectors, including ride-hailing, delivery services, e-commerce logistics, and online freelancing. Although gig labour offers flexibility, it frequently affects job security, social protection, and work-life balance (Davidescu et al., 2020; Kalleberg, 2018). The lack of structured policies supporting Work-Life Balance (WLB) and technological infrastructure has raised critical concerns regarding the productivity and overall well-being of gig workers.

In contrast to traditional employment arrangements, gig workers in Indonesia frequently encounter precarious conditions characterised by irregular income, lack of social protections, and inconsistent workloads (Ashford et al., 2018). These challenges have been shown to negatively affect job performance and productivity. Although WLB initiatives, such as flexible scheduling, mental health support, and wellness programs, are widely implemented in formal employment settings, their applicability and effectiveness within the gig economy remain insufficiently explored (Adnan Bataineh, 2024; Brafford, 2016; Bulińska-Stangrecka et al., 2021; Wilson et al., 2024). Also, gig workers, particularly those operating within algorithm-driven roles like ride-hailing services, often lack autonomy over their working hours, raising concerns about the relevance and impact of WLB strategies in these contexts.

Technological support is increasingly recognised as a critical factor influencing productivity within the gig economy. As highlighted by De Stefano (2016) and Wilson et al. (2024), digital tools, such as task automation, scheduling applications, AI-driven workload management, and algorithmic matching systems, enable gig workers to perform tasks more efficiently while alleviating the negative impacts of excessive workloads. For example, ride-hailing platforms offer real-time navigation and earnings tracking, while freelancing platforms provide task

automation and project management tools that streamline work processes. In spite of its growing importance, the role of technological support in gig jobs remains underexplored. Further research is needed to examine how digital infrastructure can mitigate job demands and enhance productivity in this rapidly evolving employment sector. This study employs the Job Demands-Resources (J-DR) Model (Bunjak et al., 2023; Mercado, 2019) to gain a deeper understanding of the relationship between Work-Life Balance (WLB) initiatives, technological support and the productivity of gig workers. According to the J-DR model, job demands, such as high work intensity, income uncertainty, and job insecurity, can lead to stress and diminished productivity when not counterbalanced by adequate job resources (Haar et al., 2014; Jaharuddin & Zainol, 2019; Jamaluddin, 2025). In the context of the gig economy, where workers often operate under varying contractual arrangements and lack traditional employment protections, WLB initiatives can serve as valuable job resources that help reduce stress and improve performance. However, in the absence of comprehensive employer-provided benefits, technological support emerges as a critical compensatory resource. Digital tools and platforms can enable gig workers to manage their workloads more effectively, thereby mitigating job demands and enhancing productivity.

This study aims to investigate the interplay between WLB initiatives, technological support, and gig worker productivity in Indonesia. In particular, it looks at how WLB initiatives affect productivity, how job satisfaction and technological support play a part, and how gig work characteristics (like how intense the work is and how stable the tasks are) affect how well WLB initiatives work. By addressing these questions, this study contributes to theoretical discussions on gig work sustainability and offers practical insights for platform operators, policymakers, and labour market regulators. Understanding how technological support can complement WLB strategies may help design interventions that improve productivity while addressing the unique vulnerabilities of gig workers. Additionally, this research extends the J-DR Model by incorporating technology as a moderating factor, broadening its applicability to non-traditional employment settings.

LITERATURE REVIEW

The Gig Economy and Employee Productivity

The gig economy has fundamentally reshaped contemporary labour markets by introducing a flexible, task-based work model facilitated by digital platforms. This paradigm shift

affords workers greater autonomy over their schedules, task selection, and, in many cases, work locations (Ashford et al., 2018). However, the benefits of flexibility are accompanied by significant trade-offs, particularly regarding job stability and the support structures traditionally associated with standard employment. Unlike conventional employees, gig workers frequently operate under conditions of uncertainty, contending with inconsistent workloads, fluctuating incomes, and limited access to essential benefits such as health insurance, paid leave, and retirement plans (Kalleberg, 2018). These precarious circumstances pose considerable challenges to maintaining sustainable productivity over time. In Indonesia, the gig economy has experienced exponential growth, driven by the rapid proliferation of digital platforms, including ride-hailing services, freelance marketplaces, and e-commerce logistics providers (Putri et al., 2023). Recent estimates indicate that millions of Indonesians are now engaged in gig work, positioning it as a significant and increasingly vital component of the country's labour market (Putri et al., 2023). While the gig economy offers critical income-generating opportunities, particularly for individuals in urban and semi-urban areas, it also presents a range of challenges that can undermine worker well-being and productivity. Many gig workers in Indonesia reported working long hours, facing pervasive job insecurity, and experiencing elevated stress levels, factors that collectively impede their capacity to sustain effective job performance (De Ruyter & Rachmawati, 2020; Hibrida & Sunarni, 2023).

One of the most critical factors influencing employee productivity in the gig economy is the absence of structured work-life balance (WLB) initiatives. Unlike traditional employment settings, where organisations typically implement policies and programs to promote a healthy integration of work and personal life, gig platforms often lack such frameworks. This deficiency exacerbates the stress and uncertainty experienced by gig workers, particularly within Indonesia's highly competitive and dynamic gig sector (Putri et al., 2023). In the absence of formal mechanisms to address these challenges, gig workers are left to navigate a complex and precarious environment that undermines both their long-term productivity and overall well-being.

The relationship between work-life balance and productivity is well-established in conventional employment contexts, where structured interventions have been shown to mitigate stress and enhance job performance (Haar et al., 2014). However, within the gig economy, this relationship is complicated by the decentralised nature of platform-mediated

work and the heterogeneity of gig roles. While tailored interventions, such as flexible scheduling tools, mental health support services, and platform-driven incentives, hold significant potential to address these issues, their implementation remains largely underexplored in Indonesia's gig economy. Such interventions are not only essential for improving worker productivity but also for ensuring the sustainability of the gig economy as a viable employment model (Wilson et al., 2024).

To optimise productivity in the gig economy, a holistic approach is required, one that accounts for the unique challenges faced by gig workers. This includes integrating structured work-life balance initiatives into platform operations and providing targeted support mechanisms that accommodate the diverse needs of the gig workforce. By reducing stress, enhancing job stability, and fostering a supportive work environment, gig platforms can significantly improve productivity while promoting worker well-being. This study aims to examine these dynamics in greater depth, offering insights into the interplay between work-life balance initiatives and employee productivity in Indonesia's rapidly evolving gig economy.

Job Demand Resource Model

The Job Demands-Resources (J-DR) Model (Bakker & De Vries, 2021) offers a comprehensive framework for understanding how workplace factors influence employee well-being, job satisfaction, and productivity. Central to this model is the distinction between job demands, those aspects of work that require sustained effort and may lead to stress and burnout, and job resources, which support employees in managing these demands and enhancing their overall work experience. In traditional employment contexts, job demands often include factors such as workload pressure, time constraints, and emotional strain, whereas job resources typically involve managerial support, autonomy, and access to tools that facilitate work efficiency.

Applying the J-DR model to the gig economy presents distinct challenges and opportunities. Gig workers are frequently exposed to elevated job demands, including high work intensity, income unpredictability, and algorithmic management. At the same time, they often lack access to formal job resources found in conventional employment, such as employer-provided benefits, structured career pathways, and institutionalised workplace protections (Haar et al., 2014). In the absence of these formal supports, gig workers rely more heavily on alternative job resources, such as work-life balance (WLB) initiatives and technological

support, which are critical in mitigating stress and enhancing productivity (Adnan Bataineh, 2019; T.-L. Wang & Oscar, 2024).

In the Indonesian context, WLB initiatives represent an essential job resource that can assist gig workers in balancing their professional responsibilities with personal life demands. Research indicates that interventions such as flexible scheduling, wellness programs, and mental health support can significantly improve job satisfaction and reduce burnout (Adnan Bataineh, 2019). However, the structural characteristics of the gig economy, particularly for ride-hailing drivers and platform-based freelancers, often limit the effectiveness of these initiatives. Many gig workers operate under algorithmic management systems, where work opportunities and schedules are determined by platform algorithms, thereby constraining their ability to exercise genuine flexibility (De Stefano, 2016).

This structural tension creates a gap between the theoretical benefits of WLB initiatives and their practical implementation in the gig economy. As such, there is a pressing need to examine how these initiatives influence gig worker productivity within Indonesia's evolving labour market. Understanding this dynamic is crucial for developing strategies that support gig worker well-being and enhance sustainable productivity outcomes.

In addition to work-life balance (WLB), technological support functions as a critical modern job resource within the gig economy. Digital tools such as AI-driven task allocation, automated scheduling systems, performance tracking, and platform-based communication enable gig workers to optimise their workloads, minimise inefficiencies, and better manage their time (Wilson et al., 2024). Integrating technological support into the Job Demands-Resources (J-DR) model enhances its relevance for platform-based work environments, where digital infrastructure, rather than traditional organisational policies, serves as the primary source of job resources. Existing research suggests that adequate technological support enhances gig workers' capacity to manage job demands, resulting in improved job satisfaction and increased productivity (Ashford et al., 2018).

However, persistent digital inequality presents a significant barrier to the effective utilisation of these technological resources. Factors such as unequal access to high-quality smartphones, unreliable internet connectivity, and varying levels of digital literacy limit the ability of some gig workers to benefit fully from available technologies (Alam, 2025; Putri

et al., 2023). This digital divide exacerbates disparities in productivity and job satisfaction across different segments of the gig workforce.

By conceptualising both WLB initiatives and technological support as essential job resources, this study investigates their individual and combined effects on gig worker productivity. Consistent with the J-DR model, workers with access to sufficient resources are better equipped to manage job demands, reduce stress, and sustain high levels of performance. This research extends the J-DR framework by introducing technological support as a moderating variable, examining whether the effectiveness of WLB initiatives in enhancing productivity is amplified by robust technological tools or diminished by limited digital resources. Additionally, the study explores the mediating role of job satisfaction in the relationship between WLB and productivity, positing that improved work-life balance fosters greater motivation, engagement, and, ultimately, higher performance outcomes (Haar et al., 2014).

Work-Life Balance Initiative

Work-life balance (WLB) initiatives, such as flexible scheduling, mental health support, and comprehensive workplace policies, have consistently been shown to enhance employee well-being and improve overall job performance (Wilson et al., 2024). These initiatives alleviate work-related stress and foster a healthier balance between professional and personal responsibilities, thereby promoting greater job satisfaction (Haar et al., 2014). In conventional employment settings, WLB programs are associated with reduced burnout, increased organisational commitment, and enhanced productivity, particularly when employees perceive strong organisational support for their well-being (Jamaluddin, 2025).

However, the application and effectiveness of WLB initiatives in the gig economy remain unclear. Gig workers typically operate in self-managed, decentralised environments where structured programs are either absent or inconsistently implemented (De Stefano, 2015). This raises important questions about the extent to which WLB strategies can support productivity and well-being in non-traditional employment contexts.

Despite the growing prominence of the gig economy, limited research has examined the specific role of WLB initiatives in shaping gig worker outcomes. Gig work frequently involves irregular hours, fluctuating workloads, and a lack of formal organisational policies, complicating the direct application of traditional WLB frameworks (Ashford et al., 2018).

Recent studies suggest that these challenges may be addressed through tailored WLB interventions, such as digital tools for task management and wellness programs embedded within gig platforms (Putri et al., 2023). Understanding how such initiatives influence productivity and worker well-being is essential for developing sustainable employment practices in emerging labour markets like Indonesia.

Hypothesis 1 (H_1): Work-life balance initiatives have a positive and significant effect on employee productivity in Indonesia's emerging gig economy.

Job Satisfaction as a Mediator

Job satisfaction plays a pivotal role in shaping employee performance and productivity, particularly within non-traditional work environments such as the gig economy. Work-life balance (WLB) initiatives, such as flexible scheduling, wellness programs, and workload management tools, are designed to support workers in maintaining a healthy balance between their personal and professional lives. Prior studies indicate that employees who benefit from well-structured WLB policies tend to report higher levels of job satisfaction, which subsequently fosters greater engagement, motivation, and commitment to their work (Adnan Bataineh, 2019; Haar et al., 2014). Research in organisational psychology and human resource management consistently highlights job satisfaction as a key predictor of performance, influencing work engagement, organisational commitment, and operational efficiency (Dawson et al., 2023).

However, achieving job satisfaction in the gig economy presents unique challenges compared to traditional employment settings. Gig workers typically lack access to stable employment benefits, including paid leave, health insurance, and retirement plans, which are standard in full-time employment arrangements (Ashford et al., 2018; Davidescu et al., 2020). Additionally, the prevalence of algorithmic management—where digital platforms dictate task allocation and work availability—restricts gig workers' autonomy over their schedules, income stability, and career progression (Liu & Yin, 2024). These factors contribute to heightened job insecurity and dissatisfaction, often leading to increased levels of stress, burnout, and disengagement (Davidescu et al., 2020; Y. Wang et al., 2021).

Despite these challenges, job satisfaction can still be fostered when gig platforms implement targeted WLB interventions that reflect the realities of platform-based work. Emerging research suggests that flexible scheduling, in isolation, may be insufficient in the gig

economy, as platform algorithms ultimately determine job opportunities and working hours. Instead, more comprehensive approaches, such as AI-driven workload management, digital mental health support programs, and income stabilisation mechanisms, can alleviate stress and enhance job satisfaction (De Ruyter & Rachmawati, 2020; Ortega & Acero, 2025; Putri et al., 2023). For example, Bulińska-Stangrecka et al. (2021) found that digital wellness initiatives significantly improved job satisfaction among independent contractors by creating a sense of community and support typically lacking in gig work settings.

As platform-based work arrangements become increasingly prevalent, job satisfaction is expected to play a critical role in influencing gig worker productivity. Numerous studies have consistently demonstrated that satisfied workers perform at higher levels, exhibit lower turnover intentions, and demonstrate greater work engagement (Haar et al., 2014). Job satisfaction fosters intrinsic motivation, which enhances cognitive functioning, decision-making capabilities, and overall task efficiency (Bakotić, 2016). Conversely, dissatisfied gig workers often display lower commitment levels, reduced effort, and task avoidance, all of which negatively impact productivity (De Stefano, 2016).

Moreover, job satisfaction not only serves as a direct driver of productivity but also operates as a key mediator in the relationship between WLB initiatives and worker performance. When gig workers perceive that their work-life balance is supported through structured interventions, they report higher levels of job satisfaction, which subsequently enhances their productivity (Haar et al., 2014; Hatidja et al., 2025; Wilson et al., 2024). This aligns with the Job Demands-Resources (J-DR) Model, which posits that sufficient job resources—such as WLB initiatives—help mitigate job demands, including unpredictable workloads, thereby promoting better performance outcomes (Bakker & De Vries, 2021). Empirical evidence suggests that job satisfaction plays a significant mediating role in how employees leverage job resources to improve productivity, as it fosters motivation and engagement essential for sustained performance (Adnan Bataineh, 2019).

Building upon these insights, this study proposes the following hypotheses:

Hypothesis 2 (H_2): Work-life balance initiatives have a positive and significant effect on job satisfaction among gig workers.
Hypothesis 3 (H_3): Job satisfaction has a positive and significant effect on employee productivity.

Hypothesis 4 (H_4): Job satisfaction mediates the relationship between work-life balance initiatives and employee productivity.

Moderating Effects of Gig Work Characteristics

Work-life balance (WLB) programs often face significant challenges in the gig economy, where their effectiveness is shaped by various contextual factors, including work intensity, job stability, task complexity, and the availability of technological support. The highly diverse nature of gig work, ranging from structured delivery services to freelance consulting and creative digital roles, results in varied experiences and outcomes associated with WLB initiatives (Ashford et al., 2018; Kalleberg, 2018). Recognising these moderating factors is essential for developing tailored interventions that effectively enhance job satisfaction and productivity among gig workers.

One of the most critical factors influencing the effectiveness of WLB initiatives is work intensity, which encompasses the number of hours worked, variability in workload, and the physical or cognitive demands associated with tasks. Research indicates that high work intensity can significantly undermine the benefits of WLB programs, as workers often lack the time and energy to engage with such initiatives due to exhaustion and time constraints (Belloni et al., 2022). For instance, gig workers in ride-hailing or delivery services frequently endure long hours and unpredictable task assignments, leaving them with limited opportunities to participate in wellness programs or leverage flexible scheduling options (De Stefano, 2016). In contrast, gig workers in lower-intensity roles—such as freelance professionals engaged in project-based assignments—typically enjoy greater autonomy over their schedules, enabling them to more effectively benefit from WLB initiatives. This suggests that the positive impact of WLB programs on productivity is more pronounced among gig workers with lower work intensity, who can better utilise flexibility and well-being initiatives to enhance their performance.

Job stability or contract duration is another key factor shaping the success of the WLB program. Many gig workers engage in short-term or temporary contracts, which often result in job insecurity and weaken their attachment to platforms or employers (Glavin & Schieman, 2022; Orth, 2025). Existing research highlights that gig workers in stable, long-term engagements are more likely to experience higher levels of job satisfaction owing to greater predictability, financial security, and increased opportunities to engage with support programs (Singh et al., 2024). For example, gig workers who receive consistent task

assignments from a single platform, rather than frequently switching between multiple platforms, are more inclined to invest in WLB strategies that contribute to their long-term well-being and job satisfaction (Adnan Bataineh, 2019). Therefore, the positive effects of WLB initiatives on job satisfaction are likely to be more substantial for workers in stable, long-term roles compared to those in short-term or highly precarious arrangements.

In addition to work intensity and job stability, technological support plays a pivotal role in enhancing the effectiveness of WLB initiatives. Digital tools and AI-driven workload management systems can provide gig workers with greater control over their tasks, schedules, and income, enabling them to navigate work-life balance challenges more effectively (Ashford et al., 2018; Putri et al., 2023). Technological innovations such as automated task allocation, predictive earnings calculators, and integrated communication platforms can help reduce cognitive overload and job-related stress, thereby amplifying the positive outcomes of WLB programs. For instance, research indicates that gig workers with access to smart scheduling tools demonstrate higher productivity and lower levels of burnout, as these tools facilitate optimised task distribution and minimise inefficiencies (Wilson et al., 2024). Conversely, gig workers with limited access to technological support, such as those relying on manual task selection or operating in environments with unstable digital infrastructure, may struggle to fully capitalise on the benefits of WLB initiatives. This suggests that the positive relationship between WLB initiatives and productivity is significantly strengthened when robust technological support systems are in place.

Building on these insights, this study proposes the following hypotheses:

Hypothesis 5 (H_5): The nature of gig work moderates the relationship between work-life balance initiatives and employee productivity, such that the relationship is stronger for roles with lower work intensity.

Hypothesis 6 (H_6): The nature of gig work moderates the relationship between work-life balance initiatives and job satisfaction, such that the relationship is stronger for stable or long-term gig roles.

Hypothesis 7 (H_7): Technological support moderates the relationship between work-life balance initiatives and employee productivity, such that the relationship is stronger when technological support is higher.

Theoretical Framework

This study is grounded in the Job Demands-Resources (JD-R) model, which provides a comprehensive framework for examining how workplace factors influence employee outcomes. The JD-R model posits that job demands such as workload, role ambiguity, and time pressure require sustained physical and psychological effort, potentially leading to strain and burnout. Conversely, job resources such as work-life balance (WLB) initiatives and technological support serve to mitigate the negative effects of these demands by reducing stress and increasing positive outcomes, including increased job satisfaction and productivity (Demerouti et al., 2001).

By applying the JD-R model to the context of gig work, this study underscores the critical role of WLB initiatives as key job resources. These initiatives are positioned to alleviate the high job demands commonly experienced by gig workers, such as unpredictable workloads, income instability, and algorithmic management. In doing so, WLB initiatives contribute to enhancing worker well-being and sustaining productivity within the dynamic and decentralised structure of Indonesia's gig economy.

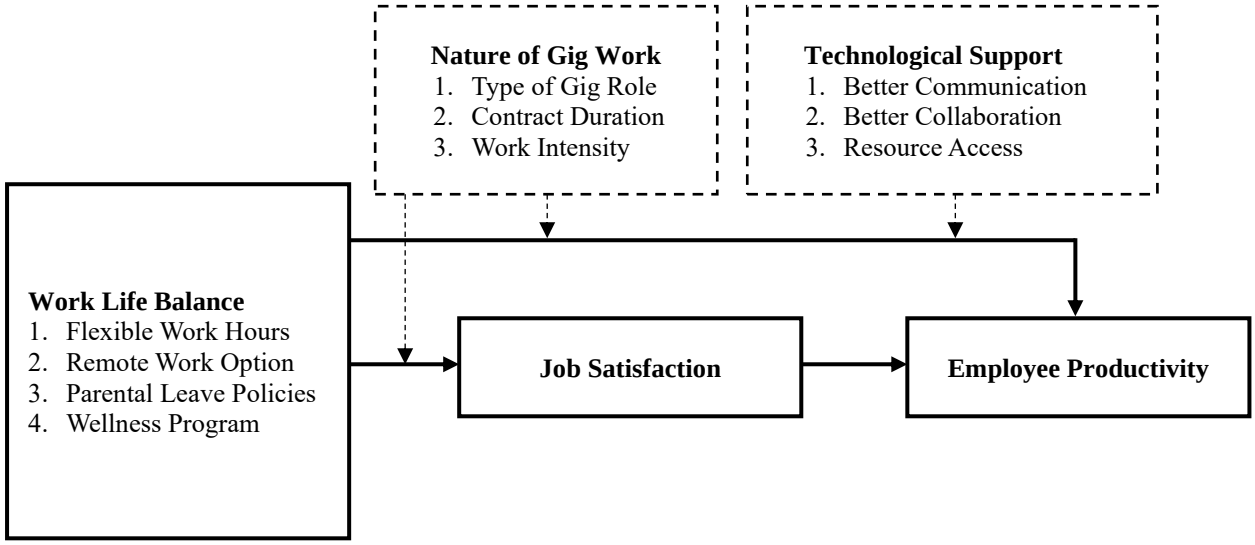

Figure 1. Research Framework

RESEARCH METHOD

This study employed a quantitative research approach to investigate the impact of work-life balance (WLB) initiatives on employee productivity within Indonesia's gig economy. The survey instrument was developed based on validated constructs from established literature to ensure reliability and construct validity. Specifically, WLB initiatives were measured using

items adapted from Haar et al. (2014), focusing on flexibility, mental health resources, and perceived organisational support. Job satisfaction was assessed through items derived from Spector's (1997) Job Satisfaction Survey (JSS), while employee productivity was measured using self-rated performance and efficiency indicators adapted from Koopmans et al. (2011). Additionally, gig work characteristics, including work intensity and technological support, were measured using dimensions outlined by Ashford et al. (2018). All survey items were rated on a 7-point Likert scale, ranging from "strongly disagree" to "strongly agree."

The target population comprised gig workers affiliated with prominent digital platforms in Indonesia, such as Gojek, Grab, Shopee, and Freelancer.com. Participants were recruited through platform-specific communities, including social media groups, worker forums, and notifications sent via official mobile applications (September 2024-December 2024). A stratified sampling technique was employed to ensure diversity across different gig sectors, including ride-hailing, delivery services, and online freelancing. The online survey distribution leveraged these digital platforms' extensive reach, enhancing accessibility for gig workers across various regions of Indonesia. In total, 400 valid responses were collected, exceeding the minimum sample size requirements for structural equation modelling (SEM). Prior to administering the main survey, a pilot study was conducted with 50 gig workers to refine the questionnaire. The pilot participants confirmed that all items were clear, contextually appropriate, and easily understood by gig workers from diverse backgrounds.

Data analysis was conducted using SmartPLS 4.0, following a two-stage analytical procedure. In the first stage, confirmatory factor analysis (CFA) was performed to assess the measurement model's reliability and validity. Composite reliability, Cronbach's alpha, and average variance extracted (AVE) were employed to examine internal consistency, while the Fornell-Larcker criterion was used to establish discriminant validity. In the second stage, the structural model was developed to test the hypothesised relationships among WLB initiatives, job satisfaction, gig work characteristics, and employee productivity.

Partial Least Squares Structural Equation Modelling (PLS-SEM) was selected due to its suitability for analysing complex models with latent constructs, accommodating small-to-medium sample sizes, and handling non-normal data distributions. Unlike covariance-based SEM (CB-SEM), PLS-SEM is well-suited for hierarchical models and for testing mediation and moderation effects, although it generally requires larger sample sizes and imposes fewer restrictive assumptions regarding data distribution (Hair Jr et al., 2023). To generate robust

estimates of direct, indirect, and interaction effects, a bootstrapping procedure with 5,000 samples was employed. This approach is particularly effective for capturing the complex dynamics underlying WLB initiatives, technological support, and employee productivity within Indonesia's rapidly evolving gig economy.

RESULTS AND DISCUSSIONS

The respondent profile presented in Table 1 demonstrates a balanced representation across key demographic categories. The majority of respondents were male (60%) and predominantly fell within the 26–35 age group (45%), indicating a young and active workforce. In terms of education, half of the participants held a bachelor's degree, reflecting a relatively well-educated segment within the gig economy. Most respondents were affiliated with leading platforms such as Gojek (40%) and Grab (30%), highlighting the dominance of these companies in Indonesia's gig sector. Additionally, 50% of respondents possess 3–5 years of experience in gig work, suggesting a seasoned workforce with substantial industry exposure. This diverse demographic profile offers a strong basis for analysing the impact of work-life balance initiatives on productivity.

Table 1. Respondent Profile

Demographic Characteristics	Categories	Frequency	Percentage
Gender	Male	240	60%
	Female	160	40%
Age	18-25	140	35%
	26-35	180	45%
	36-45	60	15%
	46+	20	5%
Education Level	High School	120	30%
	Bachelor's	200	50%
	Master's or Higher	80	20%
Gig Platform	Gojek	160	40%
	Grab	120	30%
	Shopee	80	20%
	Freelancer.com	40	10%
Years of Experience	0-2 Years	100	25%
	3-5 Years	200	50%
	6+	100	25%

The descriptive statistics offer valuable insights into the central tendencies and variability of the study's key variables: work-life balance (WLB) initiatives, job satisfaction, gig work characteristics, employee productivity, and technological support. The mean scores suggested

that gig workers in Indonesia held moderately positive perceptions of WLB initiatives (M = 4.5) and technological support (M = 4.4). Employee productivity was rated slightly lower (M = 4.3), followed by job satisfaction (M = 4.2). Gig work characteristics received the lowest mean score (M = 4.0), indicating that some respondents viewed challenges related to the nature and intensity of gig work. These findings underscore areas requiring further attention, particularly in enhancing job satisfaction and addressing concerns related to gig work characteristics, in order to improve productivity and the overall work experience of gig workers.

Table 2. Descriptive Statistics

Variables	Observations	Mean	Std. Deviation	Min.	Max.
Work-Life Balance Initiatives	400	4.5	0.80	1	7
Job Satisfaction	400	4.2	0.90	1	7
Gig Work Characteristics	400	4.0	0.70	1	7
Employee Productivity	400	4.3	0.85	1	7
Technological Support	400	4.4	0.82	1	7

The variability in responses, reflected by standard deviations ranging from 0.70 to 0.90, indicated diverse experiences among gig workers, a finding that aligns with the heterogeneous nature of roles and platforms within the gig economy. The response range of 1 to 7 across all variables further highlighted differences in worker perceptions, with some respondents reporting strong support and satisfaction while others experienced significant challenges. For example, the relatively high mean score for technological support (M = 4.4) indicated that many workers valued the tools and resources provided by gig platforms. However, the lower mean scores for gig work characteristics (M = 4.0) and job satisfaction (M = 4.2) pointed to areas where targeted interventions could yield meaningful improvements. These results emphasised the importance of addressing the diverse needs of gig workers through customised work-life balance initiatives and platform-specific policies. Such measures are essential not only for enhancing worker satisfaction and productivity but also for ensuring the long-term sustainability of Indonesia's gig economy.

Confirmatory Factor Analysis

The table presents a comprehensive summary of factor loadings, as well as reliability and validity measures for each construct, underscoring the robustness of the measurement model. All item loadings exceeded the recommended threshold of 0.70, ranging from 0.76 to 0.88, indicating strong associations between the observed items and their respective latent constructs. These results suggest that the items effectively capture and represent the

underlying constructs they are intended to measure. Furthermore, Cronbach's alpha values, which range from 0.78 to 0.88, demonstrated acceptable to excellent levels of internal consistency, thereby confirming the reliability of the measurement scales employed in the study.

Table 3. Loading Factors and Reliability Test

Construct	Item	Loadings	Cronbach's Alpha	CR	AVE
WLB	Flexible scheduling	0.82	0.85	0.88	0.65
	Mental health resources	0.78			
	Parental leave policies	0.80			
	Wellness programs	0.79			
JS	Overall job satisfaction	0.85	0.88	0.91	0.73
	Work engagement	0.80			
	Satisfaction with income	0.83			
GWC	Work intensity	0.76	0.78	0.82	0.68
	Task autonomy	0.81			
EP	Task completion efficiency	0.83	0.86	0.89	0.72
	Self-rated performance	0.88			
	Output quality	0.84			
TS	Ease of access to tools	0.86	0.83	0.87	0.75
	Effectiveness of communication	0.87			

Additionally, the Composite Reliability (CR) values for all constructs exceed 0.80, further affirming the internal consistency and reliability of the measurement model. The Average Variance Extracted (AVE) values range from 0.65 to 0.75, surpassing the recommended threshold of 0.50 and indicating satisfactory convergent validity. These findings confirmed that each construct explained a substantial proportion of the variance in its associated items. The combination of high factor loadings, strong reliability indicators, and acceptable AVE values demonstrates that the constructs utilised in this study exhibit both reliability and validity. This robust measurement model provides a solid foundation for conducting subsequent analyses and drawing meaningful conclusions.

Table 4. Discriminant Validity (HTMT)

Constructs	WLB	JS	GWC	EP	TS
WLB Initiatives	1	0.72	0.68	0.75	0.70
Job Satisfaction	0.72	1	0.65	0.78	0.67
Gig Work Characteristics	0.68	0.65	1	0.70	0.72
Employee Productivity	0.75	0.78	0.70	1	0.73
Technological Support	0.70	0.67	0.72	0.73	1

The Heterotrait-Monotrait Ratio (HTMT) values provided an assessment of discriminant validity, with correlations between constructs ideally remaining below the recommended threshold of 0.85. In this study, all HTMT values range from 0.65 to 0.78, indicating that each construct demonstrates adequate discriminant validity. The highest correlation was observed between *Job Satisfaction* and *Employee Productivity* (HTMT = 0.78), which was consistent with theoretical expectations given the conceptual relationship between these constructs. Nevertheless, the correlation remained within acceptable limits, confirming that they are empirically distinct.

Furthermore, the relatively lower HTMT values observed between constructs such as *Gig Work Characteristics* and *Technological Support* (HTMT = 0.72) further supported the distinctiveness of these constructs within the model. Overall, these findings confirm that the constructs exhibit sufficient discriminant validity, ensuring the reliability of subsequent analyses. This strengthens the robustness of the proposed measurement model and provides a sound basis for hypothesis testing within the structural model.

Structural Model Assessment

The Goodness-of-Fit (GoF) index provided a comprehensive measure of the overall validity and explanatory power of the model by integrating both commonalities, assessed through the Average Variance Extracted (AVE) and the explanatory strength of the endogenous constructs, as indicated by the R^2 values. In this study, the computed GoF value was 0.65, which surpassed the commonly accepted threshold of 0.50. This result indicated a strong model fit, demonstrating that the proposed measurement and structural model adequately captured the underlying data structure and possessed substantial explanatory power.

Table 5. Goodness of Fit (GoF)

Construct	AVE (Communality)	R^2 (Endogenous Constructs)
Work-Life Balance Initiatives	0.65	-
Job Satisfaction	0.73	0.62
Gig Work Characteristics	0.68	-
Employee Productivity	0.72	0.58
Technological Support	0.75	-
Average	0.71	0.60
GoF Value	0.65	-

The Average Variance Extracted (AVE) values for all constructs ranged from 0.65 to 0.75, exceeding the minimum recommended threshold of 0.50. This showed that the constructs exhibited adequate convergent validity, indicating that the observed items effectively

represented their respective latent constructs. In addition, the model demonstrated strong explanatory power, as evidenced by an average R^2 value of 0.60. Specifically, *Job Satisfaction* and *Employee Productivity* exhibited R^2 values of 0.62 and 0.58, respectively, suggesting that the independent variables—including *Work-Life Balance Initiatives* and *Technological Support*—account for a substantial proportion of the variance in these outcomes.

Overall, the Goodness-of-Fit (GoF) value of 0.65 affirmed the adequacy of the model in capturing the relationships among the constructs. This high level of model fit increased confidence in the robustness of the structural model, providing a solid foundation for hypothesis testing and further analysis. Moreover, these findings underscored the model's potential to yield meaningful insights into the dynamics of Indonesia's gig economy.

Table 6. Hypothesis Testing

Hypothesis	Path Coefficient	t-Value	p-Value	Result
H_1: WLB → EP	0.35	6.10	<0.001	Supported
H_2: WLB → JS	0.42	7.25	<0.001	Supported
H_3: JS → EP	0.40	6.80	<0.001	Supported
H_4: WLB → JS → EP	0.18	4.02	<0.01	Supported
H_5: GWC × WLB → EP	0.22	3.30	<0.05	Supported
H_6: GWC × WLB → JS	0.25	3.75	<0.01	Supported
H_7: TS × WLB → EP	0.28	4.10	<0.01	Supported

The hypothesis testing results offered critical insights into the relationships among the key constructs examined in this study. All seven hypotheses are supported, reflecting a strong theoretical foundation and alignment with prior research. The significant path coefficients, t-values, and p-values collectively indicated the robustness of the proposed structural model.

Hypothesis 1 (H_1) confirmed that *Work-Life Balance* (WLB) initiatives had a positive and significant effect on *Employee Productivity* ($\beta = 0.35$, $t = 6.10$, $p < 0.001$). This finding underscored the importance of implementing effective WLB initiatives to enhance productivity within the gig economy. Similarly, Hypothesis 2 (H_2) indicated that WLB initiatives significantly improved *Job Satisfaction* ($\beta = 0.42$, $t = 7.25$, $p < 0.001$), suggesting that access to WLB measures contributes to higher levels of worker satisfaction. Hypothesis 3 (H_3) established a positive relationship between job satisfaction and employee productivity ($\beta = 0.40$, $t = 6.80$, $p < 0.001$), emphasising the critical role of job satisfaction in promoting enhanced productivity outcomes.

Hypothesis 4 (H_4) further validated the mediating role of job satisfaction in the relationship between WLB initiatives and productivity ($\beta = 0.18$, $t = 4.02$, $p < 0.01$). This finding highlighted job satisfaction as a key mechanism through which WLB initiatives were translated into productivity gains. Additionally, Hypotheses 5 (H_5) and 6 (H_6) confirm the moderating role of gig work characteristics. Specifically, lower work intensity and greater role stability enhance the positive effects of WLB initiatives on both productivity ($\beta = 0.22$, $t = 3.30$, $p < 0.05$) and job satisfaction ($\beta = 0.25$, $t = 3.75$, $p < 0.01$), respectively.

Finally, Hypothesis 7 (H_7) established that technological support strengthened the positive relationship between WLB initiatives and employee productivity ($\beta = 0.28$, $t = 4.10$, $p < 0.01$). This underlined the vital role of digital tools and resources in enabling gig workers to effectively leverage WLB measures to improve their performance.

Collectively, these findings provided meaningful insights into the dynamics of WLB initiatives, job satisfaction, gig work characteristics, and technological support within Indonesia's gig economy. The significant positive effect of WLB initiatives on employee productivity was consistent with prior research by Cohen et al. (2023), who found that interventions such as flexible scheduling and wellness programs enhanced performance by reducing stress and promoting worker well-being. In the context of Indonesia's gig economy, this relationship highlighted the potential for tailored organisational policies to address common challenges, including job insecurity and irregular work hours (Pratomo et al., 2024). However, the strength of this relationship varied across different platforms, suggesting inconsistencies in the implementation of WLB initiatives.

Platform-specific differences have been well-documented in the literature. For example, previous studies have shown that many gig workers in Indonesia lack stable income guarantees and access to traditional employment rights, such as healthcare benefits, paid leave, and pensions. This discrepancy implied that while some gig workers were able to take advantage of WLB initiatives, others encountered structural barriers that limited the applicability and effectiveness of such programs (Pratomo et al., 2024). These findings reinforced the moderate strength of the relationships observed in this study, as the inconsistent implementation of WLB initiatives across platforms undermined their overall impact on productivity.

Furthermore, job satisfaction was found to mediate the relationship between WLB initiatives and productivity, supporting the notion that satisfied workers are more engaged and productive, as noted by Wang et al. (2021). However, the mediating effect of job satisfaction was weaker in comparison to the direct effects observed, suggesting that structural challenges inherent in

gig work, such as income unpredictability, high work intensity, and the absence of social protections, continue to limit the full realisation of productivity benefits. For example, gig workers in Indonesia often face uncertain income streams, ambiguous employment status, and a lack of labour protections and social security (Kalleberg, 2018). These challenges suggest that even well-designed WLB initiatives may have a limited impact on job satisfaction and productivity in precarious work environments.

This interpretation is supported by studies from Pilatti et al. (2024) and Zhang (2025), who emphasise that gig workers operating under unstable conditions frequently struggle to maintain long-term job satisfaction. These findings reinforce the conclusions of the present study, highlighting the complex interplay between organisational initiatives, job satisfaction, and productivity within the gig economy.

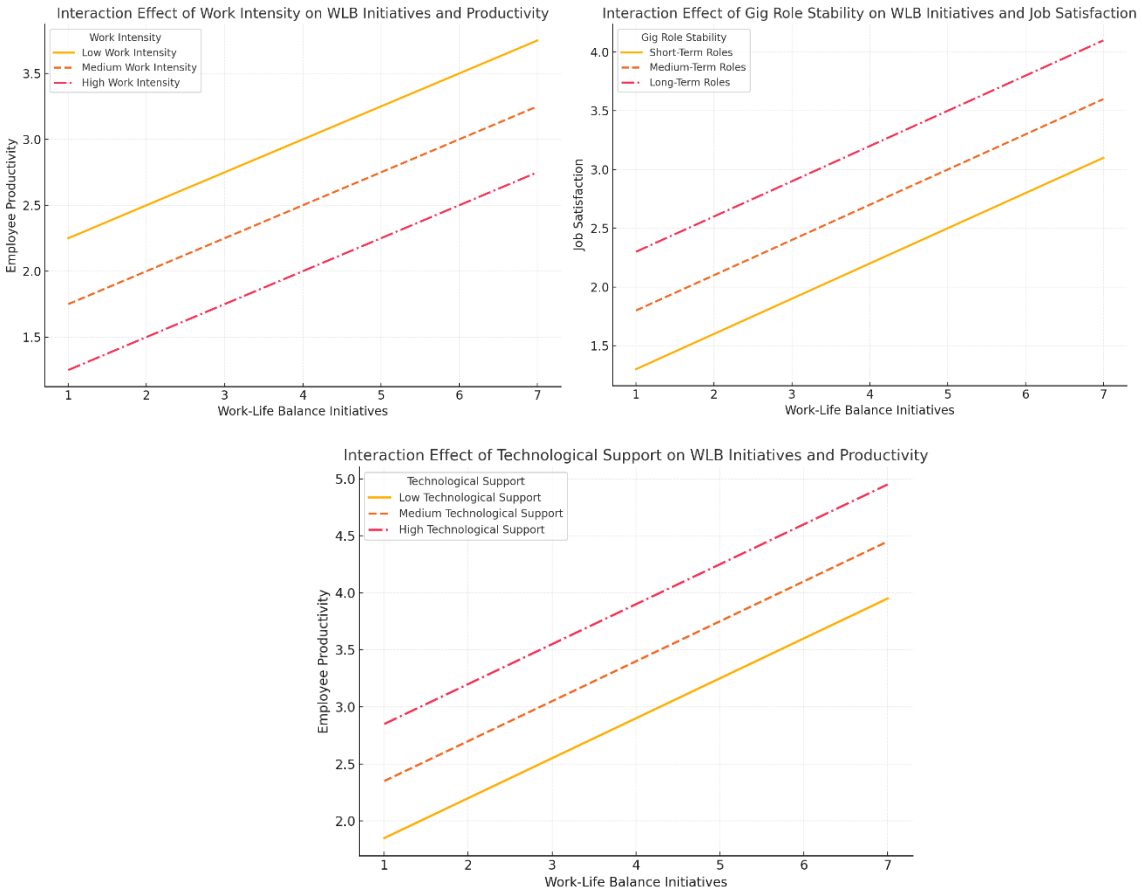

Figure 2. Interaction Effect

The interaction effects provided further clarity on the moderating role of gig work characteristics in the relationships examined. Specifically, lower work intensity significantly amplified the positive impact of *Work-Life Balance* (WLB) initiatives on *Employee Productivity*. Gig workers with less demanding schedules were better able to capitalise on

flexible work arrangements and wellness programs, thereby enhancing their productivity. Conversely, high work intensity diminished the effectiveness of WLB initiatives, supporting the argument by Alzoubi et al. (2024) that excessive workloads can undermine the potential benefits of organisational policies by exacerbating stress and fatigue.

Similarly, the interaction graph for gig role stability revealed that long-term and stable roles enhance the positive effect of WLB initiatives on *Job Satisfaction*. Workers in more stable positions are better positioned to integrate WLB initiatives into their work routines, resulting in greater satisfaction. This finding aligned with the results of a comparative study by Avram (2022), which found that workers with predictable earnings and contractual stability were more likely to derive substantial benefits from employer-provided WLB programs.

Technological Support also emerged as a significant moderating factor, strengthening the positive relationship between WLB initiatives and employee productivity. The interaction graph illustrated that workers with high levels of technological support experienced a stronger link between WLB initiatives and productivity. This suggested that advanced digital tools enhanced the effectiveness of WLB measures by facilitating time management and reducing administrative burdens. Akter et al. (2024) emphasised the pivotal role of task automation, AI-driven workload management, and digital communication tools in alleviating work-related stress. The findings of this study corroborated these claims, demonstrating that platforms offering sophisticated digital tools, such as automated scheduling, earnings tracking, and workload management applications, empowered workers to optimise their time, improve task coordination, and ultimately enhance performance. In contrast, limited technological support diminishes the efficacy of WLB initiatives, underscoring the necessity for gig platforms to invest in robust digital infrastructures that promote worker well-being and productivity.

This study made a novel contribution to the existing body of research by extending the understanding of WLB initiatives and productivity beyond traditional employment contexts. Previous research had predominantly focused on formal employment settings (Bakotić, 2016; Haar et al., 2014), often overlooking the unique dynamics of platform-based employment. By examining how gig-specific factors influenced the effectiveness of WLB initiatives, this study filled a critical gap in the literature. Notably, the incorporation of technological support as a moderating variable broadened the application of the *Job Demands-Resources* (J-DR) model. In this context, digital tools were conceptualised as essential job resources that mitigated demands and enhanced outcomes for gig workers.

Furthermore, the study underscored the importance of gig work heterogeneity, specifically role stability and work intensity, in shaping the outcomes of WLB initiatives. These factors, often neglected in previous literature, were shown to play a crucial role in determining how gig workers experienced and benefitted from organisational policies.

In conclusion, this study reinforced and extended established theoretical frameworks, such as the J-DR model, while offering practical recommendations for platform-based organisations. Tailored WLB initiatives, regulated workloads, stable role offerings, and enhanced technological support emerged as key strategies for optimising gig worker productivity and satisfaction. These findings highlighted the necessity of creating supportive and sustainable ecosystems within the gig economy to ensure long-term viability and worker well-being.

Future research should further investigate these dynamics by focusing on specific gig economy sectors and exploring cross-cultural contexts. Such studies will provide a more comprehensive understanding of how WLB initiatives function across diverse gig work environments, contributing to the development of more inclusive and effective policies.

MANAGERIAL IMPLICATIONS IN THE SOUTH EAST ASIAN CONTEXT

In the Southeast Asian context, managerial implications underscore the necessity for *productivity-focused* Work-Life Balance (WLB) initiatives that account for the heterogeneity of gig workers and the rapid advancement of digital technologies. Unlike traditional employment structures, which typically implement standardised WLB policies, gig work necessitates flexible, platform-driven strategies tailored to diverse work intensities and varying levels of job stability. To optimise worker efficiency and engagement beyond merely promoting well-being, platforms should integrate algorithmic scheduling, earnings prediction tools, and workload management systems.

Given the prevalent job insecurity and inconsistent work availability characteristic of gig employment in the region, technological support is critical in amplifying the effectiveness of WLB initiatives. Advanced digital solutions such as task automation, real-time scheduling optimisation, and digital communication tools can mitigate operational inefficiencies, enabling gig workers to maximise productivity while maintaining job satisfaction. These technologies empower workers to better manage their workloads, adapt to fluctuating market demands, and improve performance consistency.

For platforms and policymakers, prioritising interventions that simultaneously address job security concerns and enhance access to digital resources is essential. Equipping workers with

technological tools not only fosters resilience in the face of market volatility but also strengthens the long-term sustainability and competitiveness of the gig economy.

By aligning WLB strategies with productivity-enhancing technologies, gig platforms can cultivate a more resilient, efficient, and adaptive workforce. This approach holds the potential to deliver mutual benefits for both workers and the broader economic development of Southeast Asia.

THEORETICAL IMPLICATIONS

This study makes a significant contribution to the Job Demands-Resources (J-DR) Model literature by incorporating technological support as a moderating factor in the relationship between Work-Life Balance (WLB) initiatives and productivity. While previous research has emphasised the role of organisational resources in balancing job demands, studies focused on gig work have often overlooked the critical role of digital infrastructure as a compensatory job resource (Bakker & De Vries, 2021). By extending the applicability of the J-DR model to gig work contexts, this research demonstrates that technological support is pivotal in mitigating the negative effects of work intensity and enhancing productivity outcomes.

A key theoretical contribution of this study lies in its recognition of technology as both a structural constraint and an enabler within the gig economy. Although platforms frequently utilise algorithmic management systems to control labour supply and demand, this study highlights that technological interventions, when designed as worker-centric support mechanisms, can significantly enhance the effectiveness of WLB strategies. These findings are consistent with the perspectives of De Stefano (2016) and Wilson et al. (2024), who underscore the dual nature of technology in platform-based employment. By positioning technological support as a critical moderating factor, this research deepens existing discussions on the complexities of digital-era employment frameworks.

In addition, this study advances the gig work literature by addressing the role of job heterogeneity in shaping the effectiveness of WLB initiatives. Unlike prior studies that have typically examined generalised WLB interventions, this research demonstrates that gig role stability and work intensity significantly moderate WLB outcomes. These findings suggest that future theoretical models should account for the diversity within gig work arrangements rather than presuming uniform impacts of WLB policies across different types of gig employment.

Finally, this study offers a nuanced perspective on gig worker productivity, challenging the predominantly well-being-centric discourse prevalent in existing WLB literature. While much of

the prior research associates WLB initiatives with improved job satisfaction and worker retention, this study illustrates that platforms can leverage WLB policies as direct mechanisms for enhancing productivity. By reframing the discourse toward performance-driven applications of WLB strategies, this research bridges theoretical gaps between labour economics, digital employment frameworks, and human resource management within the gig economy.

CONCLUSION

This study offered critical insights into the dynamics of work-life balance (WLB) initiatives and their influence on employee productivity within Indonesia's gig economy. The key findings indicated that WLB initiatives significantly enhanced productivity, with job satisfaction playing a vital mediating role. Moreover, the study highlighted the moderating effects of gig work characteristics and technological support, demonstrating that lower work intensity, greater role stability, and higher levels of technological support amplified the positive impact of WLB initiatives. These results underscored the necessity for tailored organisational policies that addressed the unique challenges faced by gig workers, such as job insecurity, irregular workloads, and limited institutional support (Syafriani et al., 2025; Zhang, 2025).

The implications of this research were both theoretical and practical. From a theoretical standpoint, the study extended the application of the Job Demands-Resources (JD-R) model to the gig economy by illustrating the interplay between job demands (e.g., work intensity) and job resources (e.g., WLB initiatives and technological support). Practically, the findings suggested that gig platforms should prioritise the development of structured WLB programs, regulate work intensity, offer more stable roles, and invest in advanced technological tools to enhance worker satisfaction and productivity. Additionally, policymakers may leverage these insights to design supportive regulations aimed at promoting gig worker well-being and fostering a more sustainable gig economy.

Despite its contributions, this study has certain limitations. First, its cross-sectional design restricts the ability to infer causal relationships among the variables. Future research employing longitudinal or experimental designs would provide deeper insights into the long-term effects of WLB initiatives and technological support on productivity. Second, the study's focus on gig workers in Indonesia may limit the generalizability of its findings to other cultural or economic contexts. Expanding the scope to include gig workers from different countries or regions would facilitate a more comprehensive understanding of these dynamics. Third, the reliance on self-reported data introduces the potential for biases, such as social desirability and common method

variance. Incorporating objective measures of productivity and job satisfaction in future studies could enhance the validity and robustness of the findings.

Future research should further examine the intersection of technological innovation, labour policies, and gig work productivity, particularly in emerging economies where platform-based employment continues to expand rapidly. Future research should also explore sector-specific variations within the gig economy, examining how WLB initiatives and technological support differ across industries such as ride-hailing, e-commerce logistics, and online freelancing. Additionally, investigating the influence of cultural values on perceptions of WLB and productivity would offer valuable insights into the cross-cultural applicability of these findings. Integrating qualitative methodologies, such as interviews or focus groups, could further enrich the understanding of gig workers' lived experiences, complementing quantitative analyses and offering a more nuanced perspective. These future directions will contribute to advancing the body of knowledge on WLB initiatives in the gig economy and inform the development of more effective strategies to enhance both worker well-being and organisational performance.

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