

The Role Of Work-Related Depression And Work-Life Balance As Mediating Variables In The Relationship Between Micromanagement And Organizational Commitment: An Empirical Study On Generation Z In Solo Raya

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Abstract

Micromanagement can strongly shape Generation Z employees' loyalty, with work-life balance and job-related depression acting as key mediators. This study used a quantitative survey with online Likert-scale questionnaires, targeting 18–28-year-old respondents in Solo Raya who had at least one year of work experience. Secondary literature supported the theoretical base. In this research, micromanagement means excessive oversight of tasks, work-related depression reflects stress from prolonged work pressure, work-life balance is the ability to handle personal and professional roles without conflict, and organizational commitment captures employees' attachment and loyalty to their organization. Data were analyzed using PLS-SEM via SmartPLS, testing direct and mediated relationships, with validity, reliability, path coefficients, and mediation effects assessed at $p < 0.05$. Results indicate that micromanagement negatively affects organizational commitment both directly and indirectly. Excessive control increases work pressure, reduces work-life balance, and harms psychological well-being, with effects particularly pronounced for Generation Z, who value flexibility, autonomy, and mental health. The findings suggest organizations should adopt supportive, trust-based leadership to enhance employee well-being and commitment.

Keywords: Generational Differences; Micromanagement; Organizational Commitment; Work-Life Balance; Work-Related Depression

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INTRODUCTION

In today's rapidly changing world, organizations are increasingly required to adapt, compete, and think innovatively to address ongoing global shifts. Human resource quality is a key factor in maintaining organizational competitiveness, necessitating individuals who not only possess competence but also demonstrate strong organizational commitment (Rini & Indrawati, 2019). Organizational commitment is more than simply keeping employees on board; it fuels their willingness to contribute innovative ideas, remain engaged long-term, and embody the company's core mission, vision, and values. This alignment not only curbs turnover but also strengthens the overall effectiveness of human resource management (Raharjo et al., 2023; Priandi & Rozana, 2022). Failing to foster this commitment can have serious consequences, including drops in productivity, escalated employee departures, and financial strain from inefficiency (Atrizka et al.,

2020). A key culprit behind dwindling commitment is micromanagement a leadership approach marked by overbearing oversight, lack of trust, and constant intervention in everyday responsibilities. Such practices can provoke stress, frustration, and burnout, eroding employees' loyalty and dedication to the organization (Andriyani et al., 2024).

In recent years, the dynamics of the workforce in Indonesia have shifted significantly with the increasing participation of Generation Z (Arum et al., 2023). According to BPS (2024), 71.5 million Indonesians, or 26.4% of the population, belong to Gen Z. According to DJPB Kemenkeu (2021), Generation Z prioritizes independence, flexibility, and a healthy work-life balance, yet they often experience heightened stress and anxiety because of the intense pressure to juggle professional ambitions with personal life. They tend to view their responsibilities and life challenges as heavier than those faced by previous generations, placing significant importance on mental health and showing little patience for excessive workloads or cutthroat workplace cultures. Despite this, many companies continue to operate under micromanagement regimes, marked by overbearing supervision, minimal delegation, and a fundamental lack of trust in staff. Given Gen Z's strong desire for autonomy, supportive work environments, and flexible schedules (Waworuntu et al., 2022), such restrictive management styles can stunt their development, increase susceptibility to work-related depression, and drive higher intentions to quit.

When leadership approaches clash with the expectations of Generation Z, the impact on employees can be severe, directly harming their psychological health and disrupting work-life balance—factors that strongly influence organizational commitment. Micromanagement, in particular, flies in the face of Gen Z values and can generate a toxic workplace atmosphere. Anecdotal evidence from social media and employee reports suggests that young workers often feel constrained, stressed, and demotivated under excessive supervision. In extreme cases, this pressure may trigger work-related depression and further imbalance between professional and personal life, ultimately weakening loyalty to the organization and increasing the likelihood of quitting. Work-life balance is defined as the degree to which a person can effectively juggle professional responsibilities and personal life without one undermining the other (Indirasari & Mardiana, 2022). Barage and Sudarusman (2022) argue that higher work-life balance corresponds to greater organizational loyalty, whereas low balance can result in employee stress and a desire to leave the organization.

Work-related depression is a common issue faced by employees, manifested differently across individuals. Generally, work stress arises from feelings of pressure caused by environmental situations that impose excessive psychological and physical demands on employees (Garibaldi & Hayati, 2023). It can be defined as an unpleasant emotional condition experienced when job demands exceed an individual's capacity to cope. According to Dafinci et al. (2020), it emerges from the interaction between the individual and their work, forcing them to operate beyond normal capacities. Pressure at work emerges from circumstances that push individuals beyond their comfort zones, with the level of strain and personal reaction shaped by traits, habits, social networks, perception of challenges, major life events, demographics, and job-specific factors. Although micromanagement is often branded as a hallmark of destructive leadership (Rahmania et al., 2024), studies probing how psychological elements like occupational depression and balancing work with personal life mediate its effect on organizational loyalty remain scarce, particularly in countries still developing, such as Indonesia.

Past research has largely concentrated on the straightforward impacts of micromanagement, such as diminished job satisfaction (Kamarudin et al., 2023), heightened intentions to leave (Caise & Tucker, 2024), and elevated work-related stress (Iro-Idoro & Jimoh, 2021), yet it has largely ignored the underlying psychological mechanisms that might explain these outcomes. Delving into internal psychological elements like stress levels and the disruption of personal life balance is essential for understanding how leadership approaches shape employees' enduring commitment to their organizations (Coetzee & Velliers, 2010). This oversight is particularly critical given the influx of Generation Z workers, who prioritize independence, adaptability, and equilibrium between work and personal life (Sekar Arum et al., 2023; Waworuntu et al., 2022); for this cohort, micromanagement could intensify psychological burdens and erode loyalty to the organization. Few studies have explicitly linked micromanagement to Generation Z's perception of workplace well-being. This research is important both theoretically and practically: it expands understanding of how toxic leadership, particularly micromanagement, affects employee commitment through psychological pressure and life imbalance, thereby enriching the organizational behavior, leadership, and HRM literature. Practically, it provides a basis for organizations to evaluate leadership practices and design interventions fostering healthier, more supportive, and productive work cultures. Considering today's work realities including increased Gen Z participation, digital transformation, and cross-regional and time-complex work it is essential to move away from overly controlling leadership toward approaches centered on empathy, trust, and employee empowerment. The investigation centers on the repercussions of micromanaging behaviors on staff commitment, considering the mediating influence of both work-life balance and occupational depression, to derive findings that can be applied effectively within current organizational contexts.

METHODOLOGY

This research adopts a numerical, data-driven method to explore how micromanagement, job-induced depression, work-life harmony, and allegiance to the organization interact among Generation Z workers in Solo Raya. Primary data were gathered via online questionnaires using Likert scales, targeting respondents specifically chosen who are between 18 and 28 years old and have a minimum of one year's professional experience, while the theoretical foundation drew on existing literature. In this study, micromanagement is defined as overly controlling or supervising employees' tasks; work-related depression captures the mental strain stemming from continuous job pressure; work-life balance represents the capacity to juggle professional duties and personal life without friction; and organizational commitment denotes the depth of employees' loyalty and emotional connection to their workplace. Data were analyzed using PLS-SEM via SmartPLS to test direct and mediated relationships among variables, with validity, reliability, path coefficients, and mediation effects assessed, and significance determined at $p < 0.05$ (Hair et al., 2021; Sugiyono, 2019).

RESULTS AND DISCUSSION

Out of all respondents, nearly seven out of ten were permanent workers (68.67%), and nearly two-thirds (63.33%) were relatively early in their careers, with one to three years of tenure. Contract employees accounted for 20% and freelancers 11.33%, while respondents with less than six months or more than three years of experience represented smaller proportions. In terms of industry, most participants worked in trade/retail (51.33%) and service sectors (31.33%), followed by education (4.67%), health (4%), technology/start-ups (1.33%), and other industries (7.33%). Overall, the sample reflects mainly experienced permanent employees from mainstream industries, providing insights relevant to micromanagement, work-related depression, work-life balance, and organizational decisions.

Outer Model Analysis Results

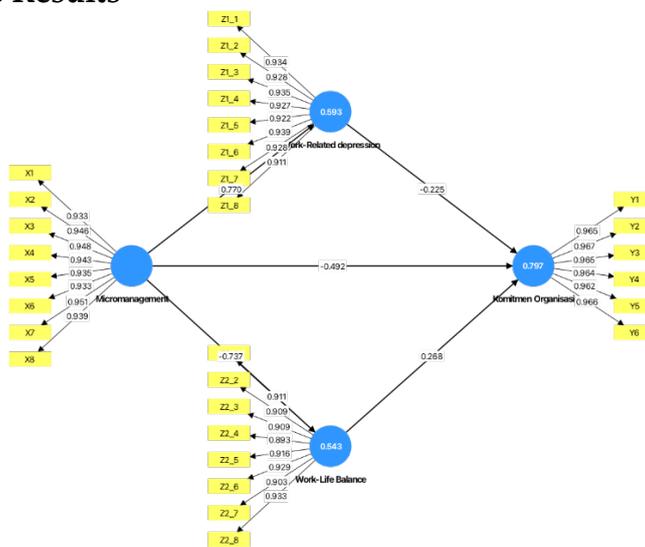


Figure 1. Outer Model

Convergent Validity

Table 1. Convergent Validity Test Results

Indicator	Micromanagement	Organizational Commitment	Work-Related depression	Work-Life Balance
X.1	0.933			
X.2	0.946			
X.3	0.948			
X.4	0.943			
X.5	0.935			
X.6	0.933			
X.7	0.951			
X.8	0.939			
Y.1		0.965		
Y.2		0.967		
Y.3		0.965		
Y.4		0.964		
Y.5		0.962		
Y.6		0.966		
			0.965	

Indicator	Micromanagement	Organizational Commitment	Work-Related depression	Work-Life Balance
Z1.1			0.934	
Z1.2			0.928	
Z1.3			0.935	
Z1.4			0.927	
Z1.5			0.922	
Z1.6			0.939	
Z1.7			0.928	
Z1.8			0.911	
Z2.1				0.911
Z2.2				0.909
Z2.3				0.909
Z2.4				0.893
Z2.5				0.916
Z2.6				0.929
Z2.7				0.903
Z2.8				0.933

Source: Primary data processed by the author, 2025

Hair et al. (2019) suggest that a measurement item achieves validity once its outer loading exceeds 0.70. Given this standard, it follows that all entries presented in Table 2 qualify as valid indicators.

Discriminant Validity

Table 2. Discriminant Validity Test Results (Fornell Larcker)

	Organizational Commitment	Micromanagement	Work-Related depression	Work-Life Balance
Organizational Commitment	0.965			
Micromanagement	-0.863	0.941		
Work-Related depression	0.755	-0.737	0.913	
Work-Life Balance	-0.753	0.770	-0.554	0.928

Source: Primary data processed by the author, 2025

Discriminant validity is considered satisfactory when the target construct's criterion surpasses the corresponding values of all other constructs, with larger magnitudes signaling stronger validity (Hair et al., 2019). Applying this benchmark, it can be inferred that the constructs in this study meet the requirements for discriminant validity.

Table 3. Results of the Discriminant Validity Test (HTMT)

	Organizational Commitment	Micromanagement t	Work-Life Balance
Organizational Commitment			
Micromanagement	0.878		
Work-Life Balance	0.771	0.753	

Work-Related depression	0.767	0.786	0.568
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Source: Primary data processed by the author, 2025

Discriminant validity can additionally be evaluated through the HTMT approach, where a value below 0.9 is considered acceptable (Hair et al., 2019). According to this standard, the analysis indicates that the construct has achieved adequate discriminant validity.

Reliability

Table 4. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.985	0.985	0.931
Micromanagement	0.982	0.982	0.886
Work-Life Balance	0.971	0.972	0.833
Work-Related depression	0.977	0.978	0.861

Source: Primary data processed by the author, 2025

According to Hair et al. (2019), a construct's indicators can be classified as reliable when Cronbach's Alpha surpasses 0.60 and composite reliability exceeds 0.70. Applying these thresholds, all the indicators within this research are considered to possess sufficient reliability.

Inner Model Analysis Results

Coefficient of Determination (R²)

Table 5. Results of the Coefficient of Determination (R²) Test

	R ²	Adjusted R ²
Organizational Commitment	0.797	0.793
Work-Life Balance	0.543	0.540
Work-Related depression	0.593	0.591

Source: Primary data processed by the author, 2025

According to Table 5, the research model almost fully commandeers the fluctuations in Organizational Commitment, boasting an R² of 0.797, which translates to nearly four-fifths of the variability being tamed by the predictors. Work-Life Balance, in contrast, submits only partially to the model's influence with an R² of 0.543, while Work-Related Depression surrenders slightly more, reflected in an R² of 0.593, revealing that just above half of their respective dispersions are captured by the theoretical framework. In addition, the Cross-Validated Redundancy (Q²) values, as all endogenous variables have Q² values greater than 0 (Organizational Commitment = 0.744, Work-Life Balance = 0.538, Work-Related Depression = 0.589), indicating that the model is capable of accurately predicting these constructs (Hair et al., 2019).

Path Coefficients

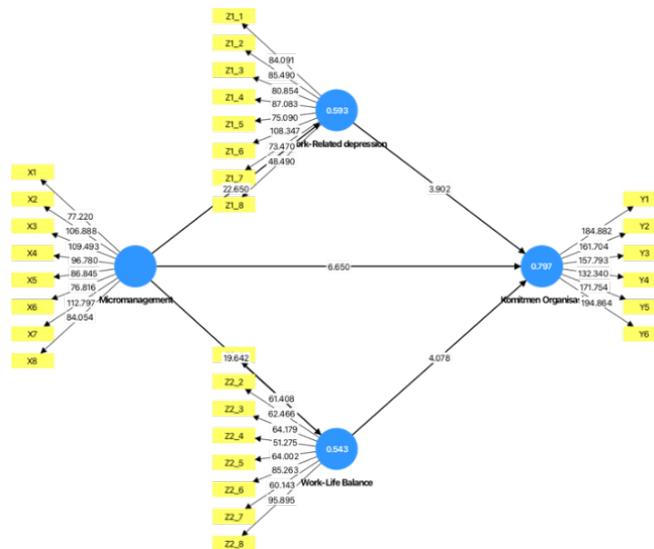


Figure 2. Outer Model

Table 6. Direct Effect Test Results

Hypothesis	Coefficient	Std.Dev	t-stat	P Values	Description
H ₁ M -> OC	-0.492	0.074	6.650	0.000	Accepted
H ₂ M -> WLB	-0.737	0.038	19.642	0.000	Accepted
H ₃ M -> WRD	0.770	0.034	22.650	0.000	Accepted
H ₄ WLB -> OC	0.268	0.066	4.078	0.000	Accepted
H ₅ WRD -> OC	-0.225	0.058	3.902	0.000	Accepted

Source: Primary data processed by the author, 2025

Analysis of the direct effects shows that micromanagement exerts a strong detrimental influence on both organizational commitment and work-life balance. Specifically, higher degrees of micromanagement correspond with a marked decline in employees' loyalty to the organization ($\beta = -0.492, p < 0.05$) and a substantial deterioration in their work-life equilibrium ($\beta = -0.737, p < 0.05$). In stark contrast, excessive micromanagement sharply elevates work-related depression ($\beta = 0.770, p < 0.05$), indicating that employees subjected to intense oversight are far more likely to suffer from job-induced psychological strain. Moreover, a well-maintained work-life balance significantly boosts organizational commitment ($\beta = 0.268, p < 0.05$), highlighting that employees who manage to harmonize professional and personal responsibilities tend to demonstrate stronger allegiance to the organization. Conversely, elevated levels of work-related depression have a harmful effect on commitment ($\beta = -0.225, p < 0.05$), suggesting that as depressive symptoms rise, employees' dedication to the organization correspondingly diminishes.

Table 7. Results of the Indirect Effect Test

Hypothesis	Coefficient	Std.Dev	t-stat	P Values	Description
H ₆ M-> WRD -> OC	-0.174	0.044	3.980	0.000	Accepted
H ₇ M -> WLB -> OC	-0.197	0.050	3.971	0.000	Accepted

Source: Primary data processed by the author, 2025

The analysis of indirect effects reveals that micromanagement exerts a notable impact on organizational commitment through two distinct pathways. Firstly, work-related depression acts as a mediator, showing a coefficient of -0.174 and a p-value of 0.000 , which is below the 0.05 threshold, thus confirming H6. This implies that intensified micromanagement triggers higher levels of employee depression connected to their work, which subsequently erodes their commitment to the organization. Secondly, work-life balance emerges as another significant mediator, with a coefficient of -0.197 and a p-value of $0.000 < 0.05$, thereby validating H7. In essence, excessive micromanagement interferes with employees' ability to maintain a healthy work-life equilibrium, which then diminishes their loyalty and dedication to the organization.

CONCLUSION

This study concludes that excessive micromanagement has a negative effect on organizational commitment, particularly among Generation Z employees. Overly strict supervision, rigid work control, and low levels of managerial trust increase work pressure, disrupt work-life balance, and undermine employees' psychological well-being, ultimately weakening their emotional attachment to the organization. Nevertheless, micromanagement should not be regarded as entirely negative, as under certain conditions especially for employees with limited experience and job readiness structured supervision may still function as constructive guidance to maintain work quality and task accuracy.

The effectiveness of micromanagement largely depends on its intensity, duration, and alignment with employees' characteristics and human resource quality. When highly skilled employees who thrive on independence are subjected to overbearing micromanagement, they often interpret it as a direct signal of distrust. This dynamic can escalate psychological strain, erode the balance between work and personal life, and even provoke depression linked to job stress. The phenomenon is especially pronounced among Generation Z, a cohort that prioritizes autonomy, flexibility, and mental wellness, making them particularly reactive to managerial approaches that encroach on their independence or blur the line between work and private time. Moreover, clashes between the expectations of Gen Z workers and the more traditional values of older leadership can amplify the perception that micromanagement is oppressive and detrimental.

From a theoretical lens, the results align with Social Exchange Theory and Boundary Theory, highlighting that trust-driven relationships at work and clearly defined separations between professional and personal roles play a pivotal role in nurturing organizational commitment. Practically, these findings suggest that organizations should tailor leadership methods to match both the capabilities of their workforce and the unique traits of Generation Z, favoring approaches rooted in support and mutual trust. Nonetheless, this study is limited by its omission of employees' marital status, a factor likely to exert considerable influence on work-life balance, mental well-being, and individual reactions to workplace pressures. The divergence in family responsibilities between married and single employees could produce markedly different experiences and perceptions of micromanagement. Consequently, it is recommended that future investigations include marital status as a moderating variable alongside personal traits, workforce quality, and generational differences, in order to obtain a more holistic understanding of how

micromanagement affects both employee welfare and commitment to the organization.

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