

Work Disruptions, Gender, and Marital Status in Gen Z Performance

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Abstract

This study investigates how work disruptions influence the performance of Generation Z employees and whether these effects are conditioned by gender, social media use, and marital status. Drawing on the Job Demands-Resources (JD-R) framework, work disruptions are conceptualized as job demands that can undermine performance when not balanced by adequate resources. Data were collected through an online survey of 247 Gen Z employees in Indonesia using snowball sampling. Measurement instruments were adapted from Chen and Karahanna (2018) and applied with a seven-point Likert scale. Quantitative analyses tested first-order moderation (gender) and second-stage moderation (social media use and marital status). Results indicate that work disruptions significantly reduce work performance. Gender alone does not significantly moderate this relationship, and social media use also fails to act as a second-stage moderator. However, marital status strengthens the role of gender in shaping the impact of work disruptions on performance. These findings underscore the importance of integrating social factors into organizational strategies for managing Gen Z employees. Ultimately, this study contributes to both theory and practice by demonstrating that understanding the interplay of work disruptions, gender, and marital status is essential for designing effective learning and human resource development processes in the digital era.

Keywords: Work Performance; Work Disruptions; Gender; Social Media Use; Marital Status.

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INTRODUCTION

In recent years, the presence of Generation Z (Gen Z) in the workforce has become increasingly significant as the number of new graduates entering the labor market continues to rise. However, recent reports indicate serious challenges in retaining and developing the work performance of Gen Z employees. Intelligent.com (2024) report shows that six out of ten companies have terminated employment contracts with Gen Z employees due to low motivation, lack of professionalism, weak communication skills, and an inability to work independently or in teams.

Beyond individual capability issues, Gen Z employees also face difficulties in adapting to organizational culture, coping with work pressure, and often rely on external support when making career decisions. Mismatches with company culture, high demands for flexibility, and low emotional attachment to the organization contribute to declining loyalty and productivity among Gen Z employees. These trends underscore the urgency of understanding the factors that influence Gen Z's work performance, particularly in modern work environments that are characterized by high levels of stress and frequent disruptions.

One relevant theoretical approach for understanding these dynamics is the Job Demands-Resources (JD-R) theory, which explains how job demands (e.g., pressure, workload, conflict) and job resources (e.g., social support, autonomy, and training) jointly influence employee well-being and performance (Demerouti & Bakker, 2023). Within this framework, work disruptions can be conceptualized as job demands that tax employees' cognitive and emotional resources. In

contemporary work settings, such disruptions increasingly occur in physical, digital, and psychological forms (Billing et al., 2023).

Work-related disruptions and interruptions can reduce focus, efficiency, and work quality, while at the same time increasing stress and the risk of burnout (Wu et al., 2017; Couffe et al., 2017; Kwon, 2015). An individual's ability to manage these disruptions is a key factor in mitigating their negative impact (Białowolski et al., 2020). In addition, a supportive work environment—such as quiet spaces, clear work structures, and appropriate technology—shapes the extent to which disruptions translate into performance losses (Lucas & Ureta, 2019). At the same time, not all disruptions are necessarily detrimental; light social interactions at work may improve mood and, in some cases, enhance productivity (Sanchez et al., 2017).

Responses to work-related disruptions are also significantly influenced by gender. Prior studies indicate that men tend to be more sensitive to technical interruptions that directly interfere with their workflow (Caballero, 2021; Shah et al., 2022), while women often demonstrate stronger multitasking and social adaptation abilities, yet are more vulnerable to emotional disruptions (Saunders, 2016; Li et al., 2022; Merijanti et al., 2023). These patterns reflect the role of social and cultural expectations in shaping adaptive strategies toward workplace disruptions (Booth & Nolen, 2022).

Another important factor in the context of work disruptions is social media use. For many Gen Z employees, social media is deeply embedded in daily routines and professional life. Women who are more active on social media tend to experience higher levels of distraction but may simultaneously receive social support that helps buffer stress (Revathy et al., 2017; Wu et al., 2017). Conversely, men may be more likely to limit social media use during work hours, yet remain vulnerable when usage intensity increases (Mark et al., 2017; Ermiş & Kantarcı, 2016). Thus, social media use can function both as a source of disruption and as a psychosocial resource, depending on its intensity and context.

Marital status further moderates the way employees experience job demands and disruptions. Married women often face dual pressures arising from household and work responsibilities, making them more vulnerable to performance declines under high demand conditions (Mittal & Bhakar, 2018; Horvath et al., 2021). In contrast, married men may be more motivated to maintain or even enhance their performance due to stronger perceived financial and familial responsibilities (Hu et al., 2021). These differences suggest that marital status conditions the way gender roles are enacted in responding to workplace demands.

Taken together, the relationship between work disruptions and work performance is complex and non-uniform, involving interactions between gender, social media use, and marital status as conditional variables (Biswas et al., 2022; Labonté, 2023). For Gen Z employees—who possess distinctive digital and social profiles—understanding these conditional processes is particularly important for designing effective human resource management strategies.

From a literature perspective, the link between workplace disruptions and work performance has generally been treated in a linear manner and has seldom incorporated social and demographic conditions in an integrated way. Most previous studies have emphasized physical or technological environmental factors as sources of distraction (e.g., Wu et al., 2017; Couffe et al., 2017) without systematically connecting them to personal characteristics such as gender, marital status, and the intensity of social media use, especially in the context of Gen Z employees in emerging economies. Therefore, this study addresses this gap by examining how work disruptions affect the work performance of Gen Z employees, how gender moderates this relationship, and how social media use and marital status act as second-stage moderators within a conditional process framework. By positioning these social factors within the JD–R model, this study contributes to a more nuanced understanding of how digital-era job demands shape the performance of young workers and provides practical implications for organizations seeking to manage Gen Z employees more effectively.

Literature Review and Hypothesis Development

The Moderating Role of Gender in the Relationship between Work Disruptions and Work Performance among Gen Z

Within the Job Demands–Resources (JD–R) theoretical framework, work performance is determined by the balance between job demands and job resources (Demerouti & Bakker, 2023). Work disruptions, as a form of job demand, deplete the cognitive and emotional energy needed to complete tasks, thereby reducing work quality and productivity (Billing et al., 2023; Wu et al.,

2017). The resulting decline in focus and increase in mental load have also been shown to elevate the risk of stress and burnout (Kwon, 2015; Couffe et al., 2017), which, in the long term, affect absenteeism and employee retention.

However, responses to work disruptions are not uniform and can vary significantly based on gender differences. Previous studies have shown that men and women employ different mechanisms to manage disruptions, shaped by social roles and cultural norms (Biswas et al., 2022; Shah et al., 2022). Men tend to be more sensitive to technical disruptions and exhibit stronger reactivity to interruptions that directly hinder task completion (Caballero, 2021). Conversely, women are often reported to possess stronger multitasking capabilities and greater tolerance for social disruptions, although they may be more vulnerable to emotional stress and role conflicts (Saunders, 2016; Merijanti et al., 2023).

The literature further suggests that gender differences in managing work disruptions become increasingly complex among younger generations, particularly Gen Z, who are highly familiar with technology and prefer flexible and individualistic work arrangements (Lucas & Ureta, 2019). In this context, work disruptions are intertwined with digital tools and platforms, creating a work environment in which exposure to interruptions is both frequent and normalized. These conditions indicate that gender may shape how Gen Z employees allocate their cognitive resources, regulate emotions, and translate disruptions into performance outcomes.

Considering the interaction between work demands (such as work disruptions) and individual characteristics (such as gender), it is important to examine gender as a moderator of the relationship between work disruptions and work performance. This study responds to this gap by empirically testing how gender differences influence the strength of the relationship between work disruptions and performance in the context of Gen Z employees, who are beginning to dominate the workforce and exhibit unique dynamics in managing cognitive load and technology use. In doing so, the study contributes to a more comprehensive understanding of how HR management strategies need to account for gender in creating a work environment that is adaptive to modern disruptions.

H1: Gender moderates the negative relationship between work disruptions and work performance among Gen Z employees.

The Conditional Moderating Role of Social Media Use

As exposure to digital stimuli in the modern workplace increases, social media has become a major source of cognitive interruptions that may affect employee performance (Piotrowski et al., 2022). However, the literature suggests that the influence of social media on work disruptions is ambivalent. On the one hand, social media functions as a distractor that amplifies the effects of work disruptions by reducing focus and fragmenting attention (Zahmat Doost & Zhang, 2023). On the other hand, social media can serve as a channel for social and emotional support, particularly for groups such as women, who more actively engage in interpersonal communication to alleviate work-related stress (Revathy et al., 2017; Klingelhofer & Meier, 2023).

When social media is used within reasonable limits, it may help employees regulate emotions and manage stress arising from work disruptions. Conversely, if social media is used excessively or in an uncontrolled manner, regardless of gender, its regulatory function may be lost and it may exacerbate the negative impact of disruptions (Reinecke et al., 2022). Thus, social media use can simultaneously function as a job demand (through distraction) and as a resource (through social support), depending on the intensity and context of its use.

The interaction between gender and social media use in dealing with work disruptions needs to be understood within the unique generational context of Gen Z. This generation has grown up in a digital ecosystem that is deeply embedded in their daily work activities (Turner, 2015). For Gen Z, social media is not only a leisure tool but also an integral part of how they communicate, build professional identity, and manage stress. Recent studies indicate that Gen Z tends to blur the boundaries between work and non-work spheres, interpreting social media both personally and professionally (Cilliers, 2017). Consequently, the role of gender in responding to work disruptions cannot be separated from how Gen Z employees use social media in their everyday work lives.

This dual moderation perspective highlights the complex dynamics between individual characteristics (gender), digital behavior (social media use), and environmental factors (work disruptions) in shaping work performance. By incorporating social media use as a second-stage moderator, this study not only enriches the JD-R and digital organizational behavior literature but also offers practical implications for gender- and generation-sensitive human resource

management, particularly in designing digital-based interventions to mitigate the negative impact of work disruptions on performance.

H2: The moderating effect of gender on the relationship between work disruptions and work performance is further moderated by the intensity of social media use among Gen Z employees.

The Conditional Moderating Role of Marital Status

In the context of modern work, marital status has important implications for how individuals perceive and manage work disruptions, especially when considered in interaction with gender. Married individuals typically face dual demands stemming from work and household responsibilities, which increase psychological stress and may reduce their capacity to cope with disruptions (Durak et al., 2023). However, the influence of marital status on the relationship between work disruptions and performance is not uniform and often depends on gender roles and associated social expectations.

The literature indicates that married women are more vulnerable to role conflict and fatigue due to the dual burden of work and domestic responsibilities (Mittal & Bhakar, 2018). When work-related stress and disruptions arise, married women may experience greater declines in focus and energy compared to unmarried women because their psychological resources are split between multiple life domains. Conversely, married men often perceive family responsibilities as an additional motivational driver that encourages them to remain focused and productive, even when facing similar stressors and disruptions (Hu et al., 2021).

The interaction between gender and marital status reveals that differences in social roles shape distinct patterns of response to work disruptions. Women, especially married women, are more burdened by expectations to manage interpersonal relationships and family roles, making them more sensitive to emotional or social interruptions at work. Men, particularly married men, tend to develop more structured and achievement-oriented work strategies due to financial and social responsibilities toward their families (Kono & Tanaka, 2019). These patterns suggest that marital status conditions the way gender is enacted in responding to workplace demands and disruptions.

From a JD-R perspective, the balance between job demands and resources is significantly influenced by individual characteristics and social context (Bakker & Demerouti, 2017). Marital status can alter the level of available resources (such as emotional support or additional responsibilities), thereby shaping how gender moderates the impact of work disruptions on performance. This approach opens opportunities for organizations to develop more adaptive and inclusive work management strategies that recognize employee diversity in terms of both gender and family status.

H3: The moderating effect of gender on the relationship between work disruptions and work performance is further moderated by marital status among Gen Z employees.

METHOD

This study employed a quantitative, cross-sectional survey design to examine the effect of work disruptions on the work performance of Generation Z employees, with gender as a first-stage moderator and social media use and marital status as second-stage moderators. The conceptual model is grounded in the Job Demands–Resources (JD–R) framework, in which digital interruptions are conceptualized as job demands that may deplete energy and, in turn, reduce work performance, while individual and social factors shape the strength of these effects.

Data were collected using an online questionnaire administered via the Google Forms platform, which was selected due to its flexibility, accessibility, and efficiency in reaching respondents across regions. The target population consisted of Generation Z employees who were actively working in service and creative industries in various cities in Indonesia. A non-probability snowball sampling technique was applied, where the link to the questionnaire was first distributed to an initial group of eligible respondents and then further disseminated through professional networks, social media channels, and email. The data collection process was carried out over one week. A total of 252 responses were received; after screening for completeness and consistency, 247 responses were retained for further analysis.

The measurement instruments comprised five main variables: work disruptions, work performance, gender, social media use, and marital status. The scales for work disruptions and work performance were adapted from Chen and Karahanna (2018) and measured using a seven-

point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). Work disruptions were measured by three items capturing the frequency of irrelevant digital interruptions (e.g., social media notifications) during working hours, whereas work performance was measured by three items capturing self-rated effectiveness, timeliness, and responsiveness in completing work tasks. Gender, marital status, and social media use were measured as categorical variables: gender (male/female), marital status (single/married/divorced), and average daily social media use (e.g., <1 hour, 1–3 hours, 4–7 hours, >8 hours).

Data were analyzed using a moderated moderation model to simultaneously assess (1) the moderating role of gender in the relationship between work disruptions and work performance and (2) how this moderating effect is further conditioned by social media use and marital status. The analysis was conducted using regression-based interaction models in statistical software that supports higher-order interaction testing. All variables on Likert scales were mean-centered prior to generating interaction terms, and the significance of the effects was evaluated at the 5% level ($\alpha = 0.05$).

Table 1. Measure Variable

Constructs		Item Measure
Work Performance (Chen & Karahanna, 2018)		1. I am considered very responsive in handling work matters
		2. I resolve work issues in a very timely manner
		3. Overall, I am very effective in completing my work
Work Disruptions (Chen & Karahanna, 2018)		1. During my work time, I frequently get interrupted by matters that are not relevant to my current work through social media
		2. Frequently stop what I am doing during my work time to initiate activities that are not relevant to my current work through social media
		3. Experienced many disruptions that are not relevant to my current work during my work time
Social Media Use		Less than 1 h
		1–2 h
		3–4 h
		5–6 h
		7–8 h
Marital status		> 8 h
		Single
		Married
		Divorced
Gender		Male
		Female

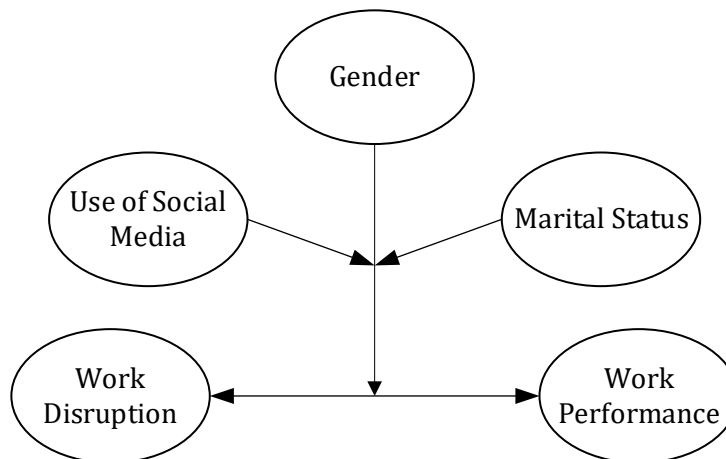


Figure 1. Conceptual Framework

RESULT AND DISCUSSION

This study used an online survey to collect data from Generation Z employees spread across various regions in Indonesia. The questionnaire was designed and distributed using the Google Forms platform, which is widely used in behavioral and organizational research due to its ease of access and flexibility (Putra et al., 2022). Snowball sampling was used in data collection, where the questionnaire link was initially shared with a number of target respondents, then forwarded in a chain through professional networks, email, and social media. Respondents came from various provinces and organizational backgrounds, reflecting the diversity of the workforce in Indonesia.

The data collection process was conducted over one week, with an average questionnaire completion time of approximately three to five minutes. A total of 252 respondents successfully completed the questionnaire; however, after filtering based on the completeness and consistency of responses, 247 questionnaires were deemed valid, resulting in a validity rate of 98.02%. To ensure the adequacy of the sample size, this study used an a priori sample size calculator for structural equation modeling (Soper, 2020), which recommended a minimum sample size of 200 respondents. Thus, the final number of 247 respondents met the minimum criteria for further statistical analysis. Descriptive statistics regarding respondent characteristics are presented in Table 2.

Table 2. Respondent Characteristics

Demographic Variable		Size	%
Gender	Male	143	57.89
	Female	104	42.11
Age	18-22	120	48.58
	23-26	101	40.89
	27-28	26	10.53
	Single	54	21.86
Marital Status	Married	135	54.66
	Divorced	58	23.48
	Less than 1 h	36	14.57
Use of Social Media	1-2 h	39	15.79
	3-4 h	46	18.62
	5-6 h	43	17.41
	7-8 h	48	19.43
	> 8 h	35	14.17

Source(s): Authors' own creation/work

This study involved 247 respondents from Generation Z in Indonesia aged between 18 and 28 years old. In terms of gender, the respondents were predominantly male, with 143 respondents (57.89%), while female respondents numbered 104 (42.11%). This composition indicates that male participation in this study was slightly higher, but still showed a fairly balanced gender representation. Meanwhile, the age distribution of respondents showed that the majority were in the 18–22 age range (48.58%), followed by the 23–26 age group (40.89%), and the remaining 27–28 age group (10.53%). This age range reflects the distinctive characteristics of Generation Z, most of whom are still in the early stages of transitioning from the educational world to the professional world, or at the initial stage of building their professional careers.

In terms of marital status, most respondents were married (135 people, or 54.66%), while 54 respondents (21.86%) were single, and 58 respondents (23.48%) stated that they were divorced. This composition provides an overview that most Generation Z working in Indonesia have already established family lives, with a significant proportion having experienced divorce, which is relatively uncommon for a young age group. This may reflect the complex social dynamics and life pressures that this generation may face in balancing personal life and work.

In terms of social media usage, the data shows that respondents have a fairly high level of digital activity. A total of 48 people (19.43%) use social media for 7–8 hours per day, followed by 46 people (18.62%) for 3–4 hours, and 43 people (17.41%) for 5–6 hours. Meanwhile, 39 people (15.79%) use social media for 1–2 hours, and 36 people (14.57%) use it for less than 1 hour per day. Interestingly, there are 35 respondents (14.17%) who spend more than 8 hours a day on social media. This pattern shows that Generation Z in Indonesia tends to be very digitally active, which

aligns with the characteristics of this generation as “digital natives.” The high duration of social media use may reflect the need for social connection, a source of entertainment, or even as a form of escape from the pressures faced in daily life, including workplace stress.

Table 3. Matrix Correlation

	Work Disruptions	Gender	Social Media Use	Marital Status
Work Disruptions	1	0.299	0.019	0.026
Gender	0.299	1	0.020	0.016
Social Media Use	0.019	0.020	1	0.033
Marital Status	0.026	0.016	0.033	1

Source(s): Authors' own creation/work

Table 3 presents the results of the multicollinearity test through the correlation matrix between independent variables, namely work disruption, gender, social media use, and marital status. The correlation results indicate that the relationships between each variable are relatively low. The highest correlation was observed between work disruption and gender at $r = 0.299$, while other correlations, such as between work disruption and social media use ($r = 0.019$) and between work disruption and marital status ($r = 0.026$), were very low. Similarly, the correlations between gender and social media use ($r = 0.020$) and marital status ($r = 0.016$) also indicate very weak relationships. The highest correlation besides this is between social media use and marital status, at $r = 0.033$.

Overall, the low correlation values between independent variables indicate that there is no strong linear relationship among them, thus avoiding potential multicollinearity issues in the model. Values far below the general threshold (0.80) reflect that each variable has a relatively independent contribution to the model and can be further analyzed in regression tests without requiring adjustments due to variable redundancy.

Table 4. Analysis

	Model 1		Model 2		Model3		Model4	
<i>Constant</i>	23.566	0.000	24.116	0.000	22.653	0.000	32.728	0.000
Work Disruptions	-0.991	0.000	-1.037	0.000	-1.025	0.000	-1.835	0.000
Gender	0.261	0.265	-0.140	0.871	0.551	0.811	-5.775	0.047
Social Media Use	0.011	0.865			0.438	0.601		
Marital Status	-0.024	0.881					-4.247	0.029
Work Disruptions x Gender			0.032	0.617	0.050	0.778	0.541	0.020
Work Disruptions x Gender x Social Media					-0.005	0.911		
Work Disruptions x Gender x Marital Status							-0.250	0.021
R-Squared	0.762		0.762		0.767		0.768	

Source(s): Authors' own creation/work

Table 4 shows the results of the hierarchical regression analysis used to test how gender acts as a moderator in the relationship between work disruptions and performance, and whether this role is further influenced by social media use and marital status. In the first model, work disruptions were included as the sole predictor variable and showed a significant negative effect on performance ($\beta = -0.991$; $p < 0.001$). These results confirm that increased frequency of disruptions during work is associated with decreased work performance among Gen Z. This pattern aligns with the Job Demands–Resources (JD-R) theoretical framework, where work disruptions are viewed as job demands that can reduce performance when not balanced with adequate resources.

When gender was included in the second model to test whether the relationship between work-related disruptions and performance differed between men and women, the results showed that the interaction between work-related disruptions and gender was not significant ($\beta = 0.032$; $p = 0.617$). Although the direction of the interaction was positive, there was insufficient statistical evidence to conclude that gender acted as a moderator in the relationship. In other words, both

male and female Generation Z employees tend to experience relatively similar declines in performance when faced with work disruptions.

The third model added social media use as a second-order moderator. The aim was to test whether the moderating effect of gender on the relationship between work disruptions and performance would vary depending on the duration of social media use. However, the three-way interaction involving work disruptions, gender, and social media was not significant ($\beta = -0.005$; $p = 0.911$). These results indicate that the intensity of social media use neither strengthens nor weakens the role of gender in influencing the impact of work disruptions on performance.

A different finding was observed in the fourth model, when marital status was included as a second-order moderator. In this model, the three-way interaction between work disruption, gender, and marital status showed statistically significant results ($\beta = -0.250$; $p = 0.021$). This finding suggests that marital status can strengthen or weaken the role of gender in influencing the relationship between work disruption and performance. In other words, the differences in how men and women respond to work disruption on performance depend on whether they are single, married, or divorced. This suggests that social and family factors also shape work stress dynamics among Gen Z, particularly in the context of gender differences.

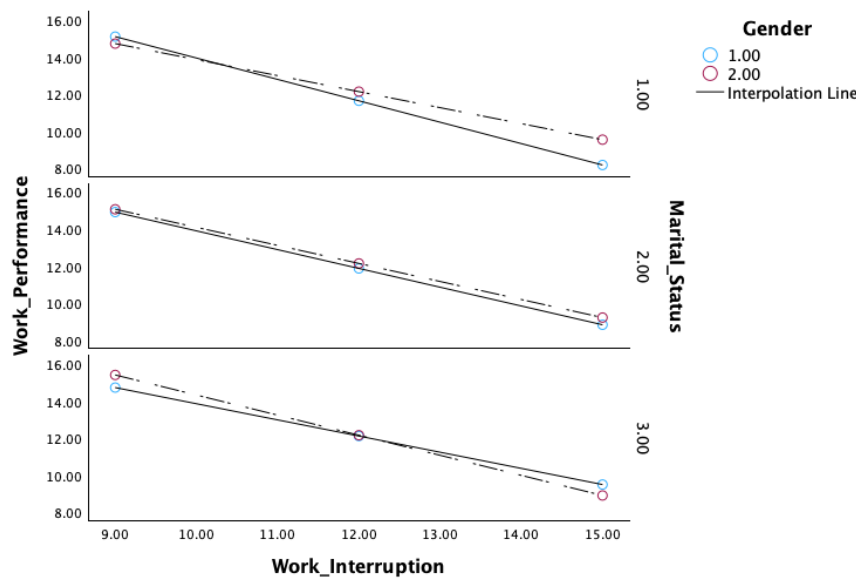


Figure 2. Conditional Process Marital Status

Furthermore, to better understand how the effect of work disruption on Gen Z's work performance takes place in a more complex social context, Model 4 shows a significant three-way interaction between work disruptions, gender and marital status. This finding indicates that the effect of work disruption on performance not only varies across gender, but is also influenced by an individual's social condition, namely marital status. This dual moderation process is visualized in the interaction graph that presents the relationship between work disruptions and work performance across three marital status groups (single, married, and divorced), as well as the differences in responses between men and women.

In the unmarried respondent group (status 1), the graph shows that an increase in work disruptions is followed by a sharper decline in performance for women than for men. This indicates that single women in the Gen Z cohort are more vulnerable to work disruptions that hinder productivity. The absence of emotional or structural support from a spouse likely contributes to the high perceived pressure of completing work tasks, thus negatively impacting performance.

This is in contrast to the married group (status 2), where the difference in performance decline between genders appears more parallel. In this group, both men and women showed almost the same pattern of performance decline as work disruptions increased. This finding signals that the presence of a life partner can serve as an effective source of psychosocial support, thereby reducing the adverse effects of work disruptions on individual performance, regardless of gender.

However, in the divorced or separated group (status 3), the pattern was reversed: men experienced a more drastic decline in performance than women. This points to the possibility that

men in ending marriages may have greater difficulty managing work stress, whether due to reduced emotional support, additional post-separation responsibilities or limited social and emotional coping mechanisms.

Thus, these results suggest that gender cannot be understood as a moderator that works uniformly across all social contexts. Instead, the role of gender in influencing the relationship between work disruption and performance was found to be strongly influenced by the accompanying social conditions - in this case, marital status. The conditional processes identified in this study emphasize the importance of a contextual approach in understanding the dynamics of work stress among Gen Z, as well as the need for human resource management strategies that are responsive to the diverse social backgrounds of individuals.

Within the framework of the Job Demands-Resources (JD-R) theory, the findings of this study confirm that work disruptions are a form of job demands that consistently reduce the work performance of Gen Z employees. Disruptions such as digital notifications, conversation interruptions or multitasking load were shown to disrupt the flow of attention and drain the cognitive capacity needed to complete tasks. This finding aligns with previous research showing that work disruptions lead to decreased focus, increased stress, and decreased intrinsic motivation and quality of work outcomes (Billing et al., 2023; Wu et al., 2017). In the context of Gen Z who are technologically highly connected but also easily distracted, the burden of interruptions magnifies the mental and emotional stress they experience, supporting Couffe and Michael's (2017) claim that work disruptions are a significant trigger of psychological burnout in modern digital work contexts.

However, no significant differences were found in how men and women from this generation responded to work disruptions on their performance. This suggests that in today's digital work environment, especially among Gen Z, gender roles in responding to disruptions may have shifted. Although previous literature suggests that women have higher multitasking capacity and are more tolerant of social interruptions, while men are more sensitive to technical interruptions (Caballero, 2021; Merijanti et al., 2023), these results show that responses to disruptions tend to be uniform. This lack of difference can be attributed to the characteristics of Gen Z, which has more individualistic and flexible work expectations, as well as growing up in a digital ecosystem that has established homogeneous work patterns between genders (Lucas & Ureta, 2019). This uniformity in response is an indication that managerial approaches that rely too heavily on gender dichotomy in managing work disruptions may no longer be relevant in the context of today's younger generation.

Furthermore, social media use, which was predicted to have a differential effect in moderating the relationship between gender and work disruptions, did not show a significant impact. Previous literature has positioned social media as an ambivalent element: on the one hand as a trigger for cognitive impairment and decreased productivity (Zahmat Doost & Zhang, 2023), on the other hand as an emotional coping tool, especially for women who use it to seek social support (Revathy et al., 2017; Klingelhoefer & Meier, 2023). In this study, it is likely that social media has become an inherent part of Gen Z's work behavior, so it no longer acts as a strong differentiating factor in responding to work pressure. Gen Z, which is familiar with the blurred boundaries between work and personal life (Cilliers, 2017), tends to interpret social media not simply as a distractor or social tool, but as a normative element in daily work practices. Therefore, the failure of social media to act as a second moderator suggests that organizational interventions should not only focus on controlling social media access, but rather on strengthening attention management strategies and overall self-regulation capacity.

The most interesting finding emerged when marital status was included as a second-stage moderator. Marital status was found to strengthen the effect of gender in influencing the relationship between work interference and work performance. This supports the literature stating that married women are more prone to role conflict and burnout due to the double burden of household and professional responsibilities (Mittal & Bhakar, 2018). When faced with work disruptions, married women experience greater psychological distress due to the limited resources of time and attention they can allocate. Married men, on the other hand, often channel family responsibilities as work motivation, forming a more focused and result-oriented pattern of adaptation (Kono & Tanaka, 2019; Hu et al., 2021). These findings suggest that social context - such as marital status - still plays an important role in mediating how individuals respond to work pressure, even in a generation known to be more individualistic and digitized like Gen Z.

Overall, this study makes an important contribution to the development of the JD-R model by showing that social structures such as marital status still have relevance in moderating youth work dynamics. It also enriches the literature on digital organizational behavior by showing that social media is not necessarily a strong determinant in influencing work performance, especially when used in a fully digitized context. Moreover, the results introduce a new understanding that the absence of gender moderating effects in the relationship between work disruptions and performance does not mean that differential dynamics are absent, but rather indicates that they emerge contextually, especially through social structures such as marriage. Thus, this study offers novelty in the integration of JD-R, self-regulation, and social context approaches in understanding the work performance of Gen Z who live in a systemically distracted work world.

Practical, Academic, and Policy Implications

The findings of this study provide several important implications. Practically, organizations should design workplace policies that minimize unnecessary digital disruptions and provide supportive resources tailored to the diverse needs of Gen Z employees, especially considering gender and marital status differences. Flexible work arrangements, structured digital communication guidelines, and stress-management programs can help sustain productivity. Academically, this research enriches the Job Demands-Resources (JD-R) framework by integrating social factors such as marital status into the analysis of work disruptions, thereby opening new avenues for theory development in organizational behavior and digital-era human resource management. From a policy perspective, institutions and regulators may consider promoting digital literacy and responsible technology use in the workplace to reduce performance risks associated with excessive social media engagement. Future research is recommended to explore longitudinal designs, cross-cultural comparisons, and sector-specific analyses to deepen understanding of how Gen Z employees adapt to workplace disruptions. These directions will strengthen both theoretical contributions and practical applications in managing young workforces in rapidly evolving digital environments.

CONCLUSION

This study concludes that work disruptions significantly reduce the work performance of Gen Z employees, corroborating the role of disruptions as work demands that weaken the capacity for focus and productivity. While gender is theoretically expected to influence responses to disruptions, the results show that both Gen Z men and women respond to work disruptions in a relatively uniform manner, likely due to similar exposure to digital work environments. Similarly, social media use showed no influence in strengthening or weakening the relationship between gender and the impact of distraction on performance, signaling that social media has become part of this generation's work life. In contrast, marital status was shown to amplify gender differences in dealing with work disruptions, with married women appearing more vulnerable to the stress of double-burden, while married men showed more stable responses. Practically, these results imply the need for organizations to create work environments that reduce disruptions, build self-regulation capacity, and design work policies that are adaptive to employees' social conditions. Interventions are no longer gender-based alone, but need to take into account life contexts such as marital status, which has been shown to affect resilience to work pressure. This research makes a novel contribution by showing that in the context of digital work, gender differences in responding to disruptions are more complex and strongly influenced by social factors, not just biological or normative, thus enriching the understanding of the dynamics of young people's work performance within the JD-R framework. This study is limited by its use of non-probability snowball sampling and a cross-sectional design, which restrict the generalizability and causal interpretation of the findings. Future research could employ longitudinal or experimental designs, incorporate organizational-level variables (e.g., leadership or HR practices), and examine other demographic factors such as income or living arrangement to provide a more comprehensive view of how Gen Z employees cope with work disruptions.

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