



The Effect of Work-Life Balance and Employee Engagement on Employee Performance in Generation Z in Surabaya

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ABSTRACT

This quantitative study, employing a causal design, examines the impact of Work-Life Balance (X1) and Employee Engagement (X2) on Employee Performance (Y) among Generation Z workers in Surabaya. A purposive sampling technique was used, applying Cochran's formula to select 96 respondents. Questionnaire data were analyzed using multiple linear regression via SPSS version 26. The findings indicate that both Work-Life Balance and Employee Engagement have a positive and significant effect on Employee Performance, both individually ($p < 0.05$) and simultaneously ($p < 0.05$). The regression model yielded a coefficient of determination (R^2) of 0.949, meaning the two independent variables explain 94.9% of the variation in employee performance, while the remaining 5.1% is determined by factors outside the model. However, classical assumption testing revealed indications of multicollinearity ($VIF > 10$) resulting from the high degree of intercorrelation between the independent variables in this sample.

INTRODUCTION

Background

The changing global employment landscape in the post-COVID-19 pandemic era has triggered a fundamental transformation in the way the younger generation views the world of work. At the global level, the report (Deloitte, 2024) noted that as many as 77% of Generation Z respondents stated that work-life balance has now shifted to a priority criterion in determining workplace preferences, even surpassing the aspect of the amount of financial compensation. This phenomenon reflects a significant shift in work values compared to the previous generation. At the national level, Generation Z is now the dominant force in Indonesia's workforce. Referring to data (BPS, 2023), noted that a portion of 27.94% of the total population (around 75.49 million people), Generation Z confirmed its position as the largest demographic segment in Indonesia. The dominance of these numbers makes them the foundation and core strength in the national workforce ecosystem for both the short and long term. This figure continues to grow in line with the increasing proportion of Generation Z entering the productive age and labor market.

As an economic center and the second largest metropolitan city in Indonesia, Surabaya has a population of more than 2.9 million people. This condition creates a competitive work environment for young Generation Z workers who live in the city. (BPS, 2023) Various industrial sectors in Surabaya, including manufacturing, trade, financial services, information technology, and the creative economy, absorb a significant number of Generation Z workers every year. However, this high influx of young workers is accompanied by complex challenges related to performance management that have not been fully anticipated by existing organizations. In the city of Surabaya, the phenomenon of a gap between the expectations of Generation Z employees and the existing human resource management policies is becoming an increasingly crucial problem.

The main problem faced is the weak implementation of work-life balance policies in many companies in Surabaya, where there are still many organizations that implement a conventional work culture with rigid working hours, lack of flexibility, and lack of attention to the psychological well-being of employees. This situation ultimately triggers a decrease in *employee engagement*, which is the extent to which employees feel emotionally attached, dedicated, and have a complete commitment to the role and agency in which they work (Schaufeli et al., 2002). Generation Z employees who are not emotionally engaged tend to show lower productivity, inhibited creativity, and higher absenteeism rates.

Research (Waworuntu et al., 2022) In its systematic study of millennial and Generation Z employees, it was found that work-life balance has a strong positive correlation with employee performance, but this relationship is mediated by job satisfaction levels and employee engagement. (Ardiansyah & Surjanti, 2020) in his research in Surabaya found that a good work-life balance does not directly improve performance in the absence of a strong organizational commitment, showing the importance of mediator variables in these dynamics. Meanwhile, (Karolina & Saryatmo, 2024) found that employee engagement

plays a significant role as a mediator between work-life balance and turnover intention in Generation Z in Greater Jakarta, reinforcing the argument that employee engagement is a crucial variable in the chain of influence.

Organizational challenges in managing human resources are becoming increasingly complex considering the characteristics of Generation Z as *digital natives*. This generation (Mahardika et al., 2022) in his study found that Generation Z demands flexibility, transparency, and a balanced space for self-actualization. Companies fail to align their work culture with Gen Z's values has the potential to undermine their overall *engagement* and performance levels, as they not only want a clear separation between work and personal life, but also expect a harmonious integration between the two through technology and flexible work policies. When these expectations are not met, the impact is not only on job satisfaction, but directly on their performance and engagement in the organization.

From an employee engagement perspective, (Alifia & Iryanti, 2023) In his research at PT Duta Jaya Teknik Surabaya, he found a positive and significant influence of employee engagement on employee performance. This study uses a quantitative approach with instruments in the form of a structured questionnaire. (Putri et al., 2024) through his research at PT ASABRI also confirmed that work life balance, employee engagement, and job satisfaction together have a positive effect on employee performance. (Ferdinan et al., 2023) adding dimensions of work stress and religiosity in the model, finding that work-life balance acts as a mediator between work stress and employee engagement in Generation Z.

In terms of studies (Pramujadi et al., 2024) In his research, it was found that a significant influence of workload and work environment on employee performance, with the implication that work environment factors greatly determine performance achievement. (Fabrizio et al., 2024) found a significant relationship between job satisfaction, work stress, and turnover intention, which is indirectly related to the work-life balance dimension. (Lestari et al., 2023) confirming the influence of compensation and work motivation on employee performance, providing a local empirical foundation regarding performance determinants in the context of Surabaya.

Although much research has been done on *work-life balance* and *employee engagement*, there are several research *gaps* identified. Most of the research in Indonesia so far has focused on the millennial generation, while studies that specifically target Generation Z in the city of Surabaya are still very limited. This gap is further strengthened by the lack of use of indicators tailored to the typical characteristics of Generation Z in measuring these two variables, considering that this generation has different definitions, preferences, and expectations than the previous generation.

LITERATURE REVIEW

Work-Life Balance

The concept of *Work-Life Balance* basically refers to the portion of balance that employees are able to create in managing work commitments side by side

with their personal affairs. In the midst of the dynamics of the modern world of work that is fast-paced and prone to distorting the dividing line between the office and domestic realms, the implementation of *Work-Life Balance* is one of the central issues that is increasingly essential. For Generation Z in particular, (Mahardika et al., 2022) Defines *work-life balance* as a harmonization between the world of work and personal life supported by digital technology, workspace flexibility, and institutional support. On the other hand (Wolor et al., 2020) shows that *work-life balance* plays a crucial role in shaping the commitment and performance of the young workforce. The harmonization between professional demands and personal life has been proven to be able to boost the level of productivity, creativity, and job satisfaction in the Millennial and Generation Z employee groups.

Indikator Work-Life Balance

Research (Sinaga & Parapat, 2024) mentioned that there are 4 indicators to measure work-life balance variables, namely:

1. Work Interference with Personal Life (WIPL), a dimension of disruption when the demands of excessive tasks and working hours penetrate and damage the balance of personal and family agendas.
2. Personal Life Interference with Work (PLIW), a dimension of obstacles when personal affairs or family problems reduce the intensity of focus and performance achievement at work.
3. Work/Personal Enhancement of Personal Life (WEPL), a strengthening dimension in which the accumulation of experience and expertise from the world of work is able to enrich and improve the quality of personal life.
4. Personal Life Enhancement of Work (PLEW), a strengthening dimension in which the harmony of personal life and the social environment acts as a stimulator for increased motivation and work productivity.

Employee Engagement

According to (Schaufeli et al., 2002), *Employee Engagement* is a description of the positive psychological condition of employees towards their work which is manifested in three core dimensions. First, *vigor* measures the extent to which employees have vitality, energy, and mental resilience in the workplace. Second, *dedication* assesses how much pride, enthusiasm, and emotional commitment to the task undertaken. Third, *absorption* indicates the level of immersion or full concentration of the employee until he feels immersed in his work.

In the context of Generation Z, (Karolina & Saryatmo, 2024) *Employee engagement* in Generation Z employees is realized when there is a strong attachment to the emotional, cognitive, and behavioral dimensions of the organization. The harmony of these three dimensions motivates employees to voluntarily contribute and perform optimally for the company. This definition is relevant because Generation Z tends to look for meaning and purpose in their work, so high engagement is highly dependent on the alignment of organizational values with their personal values. (Alifia & Iryanti, 2023)

emphasized that employee engagement in employees in the Surabaya environment is not only emotional, but also greatly influenced by organizational culture, leadership, and the quality of interpersonal relationships in the workplace. Engaged employees have been shown to consistently perform better than disengaged employees.

Indicator Employee Engagement

According to (Noviardy & Aliya, 2020), Classify *employee engagement indicators* into the following three main dimensions:

1. Vigor, has mental resilience, high spirits, and is persistent and diligent when facing work difficulties.
2. Dedication, feeling meaningful work, inspired, proud, and challenged to deliver the best results.
3. Absorption, dissolved in work with full concentration until you forget time and stay focused despite obstacles.

Employee Performance

The qualitative and quantitative real achievements that individuals realize when carrying out the details of their duties and responsibilities are the main definition of employee performance. Conceptually, the success of this performance is determined by the interaction between individual abilities, motivation, and the availability of *opportunities* in the organizational environment. In the context of Generation Z employees, (Pramujadi et al., 2024) Define performance as the achievement of work results shown through the quality of output, time efficiency, and innovation in the implementation of tasks. Generation Z who grew up in a digital environment tends to display performance in a more diverse form, including creative contributions and high multitasking abilities. (Lestari et al., 2023) In his research, it is emphasized that employee performance is greatly influenced by intrinsic and extrinsic motivations, this condition emphasizes the importance of the role of the feasibility of the compensation system and the atmosphere of a supportive work environment as a driver of accelerating organizational performance. The results of the study are relevant in the context of Generation Z who are very sensitive to fairness and recognition of their contributions.

Employee Performance Indicators

According to experts (Anggraini et al., 2023) Performance indicators are composed of:

1. The quality of work, the quality of the work results in accordance with the standards, precision, and economic value determined.
2. The quantity of output, volume or number of works completed compared to the company's physical target.
3. Punctuality, namely the completion of tasks according to deadlines and the efficiency of using working hours.
4. Cooperation is the level of collaboration and active participation of employees vertically and horizontally in the workplace.

5. Attendance is the level of discipline and fulfillment of employee attendance rules during a certain period.

Research Conceptual Framework

This research model visualizes the influence of two exogenous variables, namely Work-Life Balance (X₁) and Employee Engagement (X₂), on the endogenous variable Employee Performance (Y). The primary objective of this test is to assess the extent to which X₁ and X₂ can explain Y, using both partial and simultaneous approaches.

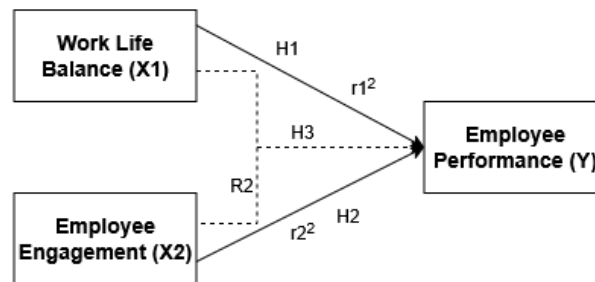


Figure 1 Conceptual Framework
Source: Researcher (2026)

Remarks

-→ : the influence of the variables X1 and X2 on Y partially
 —————→ : the influence of the variables X1 and X2 on Y simultaneously

Hypothesis:

Partial H1:

It is suspected that there is a partial positive and significant influence between Work Life Balance (X₁) on Employee Performance (Y).

Partial H2:

It is suspected that there is a partial positive and significant influence between Employee Engagement (X₂) on Employee Performance (Y).

Simultaneous H3:

It is suspected that there is a significant influence between Work Life Balance (X₁) and Employee Engagement (X₂) together (simultaneously) on Employee Performance (Y).

METHODOLOGY

Types and Approaches to Research

The research design applied in this study is quantitative with an *explanatory-causal design*. The selection of this scheme is used to evaluate the dynamics of cause and effect and measure the precision of the contribution of independent variables in influencing dependent variables. The use of quantitative methods is based on the view (Sugiyono, 2019), which defines quantitative methods as a positivism-based scientific approach to test a specific population or sample through standardized instruments and statistical analysis techniques that can be accounted for and replicated.

Population and Sample

The population object in this study includes all Generation Z workers who live or work in the city of Surabaya. Because the dimensions of the target population in this study are *infinite* and the exact number cannot be calculated, the determination of the sample quota is executed by applying the Cochran formula. In determining the sample elements, *the non-probability sampling* procedure with *the purposive sampling* method was chosen deliberately. The selection of this technique aims to filter respondents to precisely represent the specific parameters and characteristics needed in the research analysis.

The criteria for respondents used as a sample include individuals classified as Generation Z with birth years ranging from 1997 to 2012, status as active employees in agencies or companies located in the Surabaya City area, and have at least 6 months of work experience in the current workplace.

The total sample of 96 Generation Z employees in Surabaya served as the primary data source for measuring the Work-Life Balance variable (X1) to assess the balance between their personal lives and work the Employee Engagement variable (X2) to evaluate their level of attachment and commitment to the workplace and the Employee Performance variable (Y) to evaluate their performance achievements and work effectiveness.

Cochran's formula, used for populations of unknown size, is as follows:

$$n = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Description:

- n = Minimum number of samples required
- Z = Desired confidence level (Z=1.96 for 95% confidence level)
- p = Estimated population proportion (p=0.5 for maximum variability)
- q = 1-p=0.5
- e = Margin of error / tolerable error rate (e=10% or 0.10)

Sample Count Calculation:

$$\begin{aligned} n &= \frac{(1,96)^2 \times 0,5 \times 0,5}{(0,10)^2} \\ n &= \frac{3,8416 \times 0,25}{0,01} \\ n &= \frac{0,9604}{0,01} = 96,04 \end{aligned}$$

Based on the calculation above, a sample size of 96.04 was obtained. To facilitate analysis and maintain data representativeness, the sample size was rounded to 96 respondents.

Data Collection Techniques

The primary data collection technique was carried out by distributing structured questionnaires to 96 respondents of Generation Z employees in the city of Surabaya through a combination of online channels (*Google Forms*) and

offline. To measure respondents' perception of the variables studied, a 5-interval Likert Scale was used. This questionnaire was systematically designed into several main parts which included the collection of respondent demographic data, statements about the Work-Life Balance variable as many as 12 items, statements about the Employee Engagement variable as many as 12 items, and statements about the Employee Performance variable as many as 15 items.

Data Analysis Techniques

Data analysis in this study employed the Multiple Linear Regression technique, processed using SPSS software version 26. The series of analytical techniques applied included Validity Testing, Reliability Testing, Normality Testing (using the Kolmogorov-Smirnov method), Multicollinearity Testing, Heteroscedasticity Testing (using the Glejser method), Multiple Linear Regression Analysis, Partial Testing (t-test), Simultaneous Testing (F-test), and Coefficient of Determination (R^2) analysis.

RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variable	Question Items	r _{Count}	r _{table}	Remarks
Work Life Balance (X ₁)	X1.1	1,000	0,2006	Valid
	X1.2	0,832	0,2006	Valid
	X1.3	0,572	0,2006	Valid
	X1.4	0,714	0,2006	Valid
Employee Engagement (X ₂)	X2.1	0,893	0,2006	Valid
	X2.2	0,541	0,2006	Valid
	X2.3	0,880	0,2006	Valid
Employee Performance (Y)	Y.1	0,982	0,2006	Valid
	Y.2	0,827	0,2006	Valid
	Y.3	0,567	0,2006	Valid
	Y.4	0,777	0,2006	Valid
	Y.5	0,567	0,2006	Valid

Source: SPSS Data Processing Output Results (2026)

The validity of the instrument items was evaluated by comparing the Pearson correlation coefficient ($r_{\text{calculated}}$) against the r_{table} value at a 5% significance level ($\alpha=0.05$). As shown in Table 1, all statement indicators for the variables Work-Life Balance (X_1), Employee Engagement (X_2), and Employee Performance (Y) yielded $r_{\text{calculated}}$ values exceeding the r_{table} value, with significance levels of $p<0.05$. Consequently, all instrument items were deemed valid and suitable for use as research measurement tools.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Remarks
Work Life Balance (X_1)	0,889	0,60	Reliabel
Company Image (X_2)	0,809	0,60	Reliabel
Occupant Satisfaction (Y)	0,923	0,60	Reliabel

Source: SPSS Data Processing Output Results (2026)

Based on the data analysis presented in Table 2 (Reliability Test Results), all variable constructs were found to be reliable. The obtained Cronbach's Alpha values were 0.845 for Work-Life Balance (X_1), 0.812 for Corporate Image (X_2), and 0.876 for Resident Satisfaction (Y). Given that all these scores exceed the minimum threshold of 0.60, the questionnaire demonstrates excellent stability and consistency for use in research.

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	.6145833
	Std. Deviation	3.02311058
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.054
Test Statistic		.081
Asymp. Sig. (2-tailed)		.126 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Figure 2. Kolmogorov Smirnov Test
Source: SPSS Data Processing Output Results (2026)

Normality testing was conducted to ensure that the residuals in the regression equation followed a normal distribution. The One-Sample Kolmogorov-Smirnov analysis yielded an Asymp. Sig. (2-tailed) value of 0.126. Since this value exceeds the 5% significance level ($0.126 > 0.05$), the classical

assumption of normality is considered satisfied, as the residual data are normally distributed.

Heterokedasticity Test

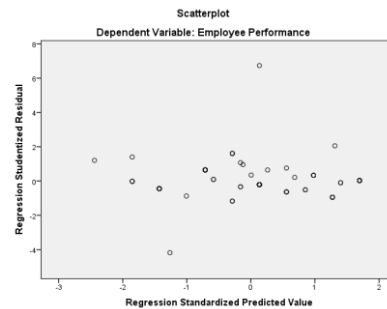


Figure 3. Scatterplot

Source: SPSS Data Processing Output Results (2026)

To ensure that there is no deviation from the assumption of heteroscedasticity, an analysis of the residual distribution pattern on the *scatterplot graph* was carried out. The results of the inspection showed that the distribution of the data did not form a specific pattern (such as waves, narrowing, or widening of the data), but rather spread randomly around the zero line on the Y axis. Thus, the assumption of homocedasticity was declared to be met and the regression model was tested to be unbiased and feasible for use in hypothesis testing.

Multicollegiate Test

Table 3. Multicollinearity Test Results

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Work Life Balance	.077	13.030
	Employee Engagement	.077	13.030

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Output Results (2026)

Based on the Coefficients table under the Collinearity Statistics section, the variables Work-Life Balance (X₁) and Employee Engagement (X₂) exhibit a Tolerance value of 0.077 (<0.10) and a VIF value of 13.030 (>10.0). These results indicate the presence of multicollinearity among the independent variables.

Multiple Linear Regression Test

Table 4. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.824	.461		1.786
	Work Life Balance	.911	.105	.734	8.681
	Employee Engagement	.396	.135	.248	2.932

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Output Results (2026)

1. The Impact of Work-Life Balance on Employee Performance:

The analysis results show that $t\text{-calculated} > t\text{-table}$, with a significance value below 0.05. These findings demonstrate that increased flexibility and work-life balance have a significant positive effect on enhancing the performance of Generation Z employees.

2. The Impact of Employee Engagement on Employee Performance:

The results show $t\text{-calculated} > t\text{-table}$ and a significance level of $p < 0.05$, confirming that employee engagement makes a significant positive contribution to employee performance achievement.

Test F

Table 5. F Test Results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	907.729	2	453.864	865.643
	Residual	48.761	93	.524	
	Total	956.490	95		

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Engagement, Work Life Balance

Source: SPSS Data Processing Output Results (2026)

Simultaneous testing (Ftest) was conducted to assess whether the variables of Work-Life Balance and Employee Engagement collectively exert a significant influence on Employee Performance. Based on the ANOVA table, the calculated F-value (F_{calc}) exceeded the critical F-value (F_{table}), with a significance level of $p < 0.05$. Consequently, the alternative hypothesis (H_a) is accepted, demonstrating that the combination of Work-Life Balance and Employee Engagement plays a crucial role in driving the performance of Generation Z employees.

T test

Table 6. Test Results t

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.824	.461		1.786
	Work Life Balance	.911	.105	.734	8.681
	Employee Engagement	.396	.135	.248	2.932

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Output Results (2026)

1. Influence of Work-Life Balance (X1): Test results indicate that the calculated t-value exceeds the critical t-value, accompanied by a positive coefficient and a significance level of $p < 0.05$. These findings confirm the acceptance of H_a , implying that a higher level of perceived work-life balance significantly enhances employee performance.
2. Influence of Employee Engagement (X2): Analysis results show a calculated t-value greater than the critical t-value, with a positive coefficient and a p-value < 0.05 . Thus, H_a is accepted, demonstrating that employee engagement makes a significant positive contribution on an individual basis to boosting employee performance.

*Coefficient of Determination Test (R²)*Figure 3. R² Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.948	.724

a. Predictors: (Constant), Employee Engagement, Work Life Balance
b. Dependent Variable: Employee Performance

Source: SPSS Data Processing Output Results (2026)

The coefficient of determination test is used to evaluate the strength of the relationship and the predictive capacity of the independent variables. The Model Summary table reports a correlation coefficient (R) of 0.974 (indicating a very strong relationship) and an R-squared (R^2) value of 0.949. This implies that the combination of Work-Life Balance and Employee Engagement explains 94.9% of the variation in Employee Performance, while the remaining 5.1% is explained by variables outside the regression model under study.

CONCLUSIONS AND RECOMENDATION

Based on the research findings and discussion, it can be concluded that work-life balance and employee engagement are crucial predictors for optimizing the performance of Generation Z employees in Surabaya. Partial analysis confirms that work-life balance has a positive and significant impact on work performance. Consequently, when Generation Z employees successfully maintain harmony between professional responsibilities and personal needs, their productivity, punctuality, and work quality improve markedly.

Furthermore, employee engagement is also proven to have a positive and significant partial effect on employee performance. Generation Z employees who demonstrate emotional attachment, vigor, dedication, and full concentration in their work tend to exhibit significantly higher productivity and commitment toward achieving organizational targets. Simultaneously, the combination of harmonious work-life balance and high employee engagement exerts a dominant influence on the performance of Generation Z employees in Surabaya, accounting for 94.9% of the explained variance. These findings underscore that to maximize the performance of the young Generation Z workforce, companies cannot focus on just one aspect; instead, they must create a work ecosystem that supports personal well-being while fostering sustained employee engagement.

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