

Job Satisfaction and Loyalty among Generation Z: Work-Life Balance and Organizational Culture as Mediators

Ezar Widiadaya¹, Rini Rahmawati^{2*}

Department of Management, Lambung Mangkurat University^{1,2}



Corresponding Author's Email: rinirahmawati@ulm.ac.id

ARTICLE INFO

Article History:

Submitted 09 29, 2026
Accepted 10 13, 2026
Published 10 18, 2026

ABSTRACT

This study examines the effects of Work-Life Balance and Organizational Culture on Employee Loyalty among Generation Z employees, with Job Satisfaction as a mediating variable. The study employed a quantitative explanatory design involving 90 Generation Z employees at PT Nippon Indosari Corpindo Tbk Banjarmasin Branch, using saturated sampling. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3.2.9. The results show that Work-Life Balance has a positive and significant effect on Job Satisfaction but does not significantly affect Employee Loyalty. Organizational Culture has positive and significant effects on both Job Satisfaction and Employee Loyalty. In contrast, Job Satisfaction does not significantly affect Employee Loyalty and does not mediate the relationships between Work-Life Balance and Employee Loyalty or between Organizational Culture and Employee Loyalty. These findings indicate that factors contributing to Generation Z employees' job satisfaction do not necessarily translate into organizational loyalty. The study highlights the direct role of Organizational Culture in understanding Generation Z employee loyalty within the food manufacturing context.

Keywords: Work-Life Balance; Organizational Culture; Job Satisfaction; Employee Loyalty; Generation Z

How to Cite:

Rahmawati, R., & Widiadaya, E. (2026). Job Satisfaction and Loyalty among Generation Z: Work-Life Balance and Organizational Culture as Mediators. LANCAN: Jurnal Inovasi Dan Tren, 4(2), 1037-1047. <https://doi.org/10.35870/ljit.v4i2.8842>

INTRODUCTION

Employee loyalty is an important concern for organizations because employees' attachment to their organization is closely related to their willingness to maintain an ongoing employment relationship. In this study, employee loyalty is conceptualized primarily as an attitudinal construct, reflected in employees' willingness to remain with, support, and maintain a positive relationship with their organization. This construct differs from organizational commitment, which refers to a psychological state encompassing affective, continuance, and normative dimensions (Meyer & Allen, 1991), and from turnover intention, which reflects an employee's intention to leave the organization. Thus, loyalty represents a positive orientation toward maintaining the employee–organization relationship rather than simply the absence of an intention to leave. This issue has become increasingly relevant with the growing presence of Generation Z in the workforce. The 2020 Population Census reported that Generation Z accounted for 27.94% of Indonesia's population, followed by Millennials at 25.87% (Badan Pusat Statistik, 2021). As shown in Figure 1, Generation Z represented the largest generational group in Indonesia, highlighting its growing relevance to human resource management.

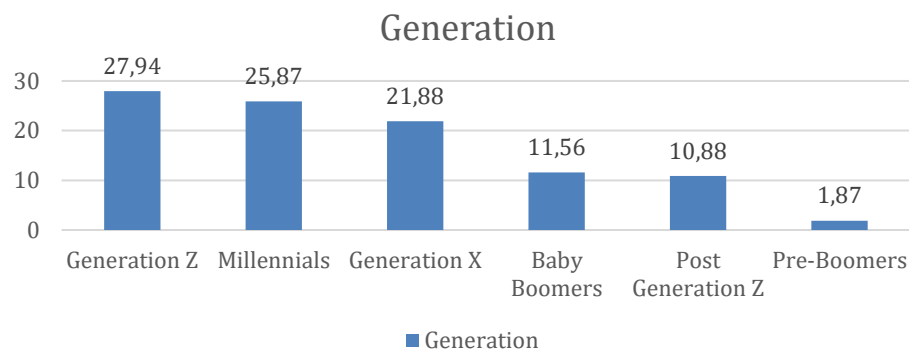


Figure 1. Generation Grafik
(Source: *Badan Pusat Statistik (BPS)*, 2021)

Generation Z brings distinctive expectations to the workplace, including supportive work environments, work-life balance, flexibility, career opportunities, and positive relationships with supervisors and colleagues (Waworuntu et al., 2022). Recent studies also indicate that work-life balance and job satisfaction are important considerations in understanding the work experiences and retention-related attitudes of Generation Z employees (Jamalulel & Chang, 2025; Andriyana & Cahyadi, 2025). These characteristics make the factors shaping Generation Z employees' satisfaction and attachment to their organizations increasingly important to examine.

One factor that may shape these outcomes is Work-Life Balance (WLB). WLB refers to employees' ability to manage work and personal responsibilities while maintaining an acceptable balance between the two domains. The work-family perspective suggests that the interaction between work and non-work roles can influence employees' well-being and work-related attitudes (Greenhaus & Beutell, 1985). Previous research has consistently associated WLB with job satisfaction among Generation Z employees (Waworuntu et al., 2022; Jamalulel & Chang, 2025). However, its relationship with employee loyalty remains inconclusive. Olii et al. (2024) reported a positive relationship between WLB and employee loyalty, whereas Ferdianna and Pramusinto (2026) and Patadungan et al. (2026) found that WLB did not

have a significant effect on Generation Z employee loyalty. These inconsistent findings indicate that the effect of WLB on loyalty may depend on other factors within the employee–organization relationship.

Organizational Culture represents another factor that may influence employees’ attitudes toward their organization. Organizational culture comprises shared values, norms, and underlying assumptions that guide members’ perceptions and behavior (Schein & Schein, 2017). This perspective suggests that shared organizational values and practices can shape employees’ perceptions of their work environment and their subsequent work attitudes. A supportive organizational culture can create a work environment that is more compatible with employees’ expectations and may contribute to positive work attitudes. Research involving Generation Z has examined organizational culture in relation to job satisfaction, while recent research has also identified organizational culture as a factor associated with Generation Z employee loyalty (Ilafisani et al., 2023; Sanlia & Turangan, 2023; Putra et al., 2025). However, the mechanism through which organizational culture may contribute to loyalty remains open for further investigation, particularly when job satisfaction is considered as an intervening variable.

Job Satisfaction may provide a psychological mechanism connecting workplace conditions with employee loyalty. Job satisfaction refers to an employee’s positive or negative evaluation of the job and work experiences (Locke, 1976). Social Exchange Theory (SET) proposes that employees develop attitudes and behaviors through reciprocal exchanges with their organization, whereby favorable treatment and benefits may generate positive responses from employees (Blau, 1964). From this perspective, favorable work-life conditions and a supportive organizational culture may enhance employees’ job satisfaction, which may subsequently contribute to positive attitudes toward the organization. However, job satisfaction does not necessarily imply employee loyalty, because satisfaction reflects an evaluation of the job, whereas loyalty reflects a broader positive orientation toward maintaining the relationship with the organization. This distinction provides a theoretical basis for examining job satisfaction as a mediating variable.

Recent research among Generation Z has demonstrated the mediating role of job satisfaction in relationships involving WLB and turnover intention (Jamalulel & Chang, 2025). However, previous studies have generally examined different outcome variables or mediation structures. For example, Jamalulel and Chang (2025) examined job satisfaction as a mediator between WLB and turnover intention, while Veronika et al. (2025) positioned employee loyalty as a mediating variable. This leaves a research gap concerning whether job satisfaction mediates the relationship of both WLB and organizational culture with employee loyalty.

The organizational context also warrants attention. Existing studies have examined Generation Z across various industries, including construction, services, and manufacturing, but workplace conditions may differ substantially across sectors. Food manufacturing involves production targets, shift schedules, standardized operating procedures, and continuous operational requirements that may shape employees’ perceptions of work-life balance, organizational culture, and job satisfaction. Therefore, examining these relationships among Generation Z employees in a food manufacturing setting can provide additional contextual evidence.

To address these gaps, this study develops an integrated model linking Work-Life Balance, Organizational Culture, Job Satisfaction, and Employee Loyalty among Generation Z employees at PT Nippon Indosari Corpindo Tbk Banjarmasin Branch. The study differs from previous research by positioning Job Satisfaction as a mediating variable between both WLB and Organizational Culture and Employee Loyalty, while simultaneously examining their direct relationships. This approach allows the

study to examine whether WLB and organizational culture are associated with employee loyalty directly or whether their relationships operate through job satisfaction. Accordingly, seven hypotheses are proposed to examine the direct and indirect relationships among the variables.

The purpose of this study is to examine the relationships of Work-Life Balance and Organizational Culture with Generation Z employee loyalty, both directly and through Job Satisfaction as a mediating variable. The findings are expected to contribute to the literature on Generation Z employee loyalty and provide empirical considerations for human resource management in the manufacturing sector.

METHODS OF RESEARCH

This study employed a quantitative explanatory design to examine the relationships among Work-Life Balance, Organizational Culture, Job Satisfaction, and Employee Loyalty among Generation Z employees at PT Nippon Indosari Corpindo Tbk Banjarmasin Branch. The company had 174 employees, of whom 90 met the study's eligibility criteria and were included as respondents. The study used non-probability purposive sampling, with all eligible employees included in the sample. The eligibility criteria required respondents to be active employees, belong to Generation Z, have sufficient work experience to understand the workplace environment and organizational culture, and be willing to complete the questionnaire.

Generation Z eligibility was based on the age classification applied in the study, with respondents aged 19–28 years. However, the original research documentation does not specify a birth-year range as the operational definition of Generation Z. Primary data were collected using a structured questionnaire containing measurement items for the four constructs. Responses were measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to capture respondents' perceptions and attitudes (Sugiyono, 2023).

The respondent profile showed that 72.22% were male and 27.78% were female. Most respondents were aged 23–26 years (64.44%), followed by those aged 27–28 years (24.44%) and 19–22 years (11.11%). Regarding education, 37.78% had completed senior or vocational high school, 30.00% held a diploma, and 32.22% held a bachelor's degree. In terms of tenure, 44.44% had worked for more than one to three years, 27.78% for six months to one year, 26.67% for more than three to five years, and 1.11% for more than five years. Regarding employment status, 54.44% were contract employees, 36.67% were permanent employees, and 8.89% were on probation. By work unit, 63.33% worked in the factory, 20.00% in the warehouse, and 16.67% in the office. The study did not separately record shift and non-shift work patterns or identify outsourcing employees as a distinct employment category.

Data collection was conducted from May to July 2026. The questionnaire was distributed directly to the 90 eligible employees after obtaining permission from the company. Before completing the questionnaire, respondents were informed about the research purpose, questionnaire procedures, and confidentiality of their identities. Participation depended on respondents' willingness, and the collected data were kept confidential and used solely for academic purposes. All 90 respondents were included in the analysis; however, a formal response rate was not separately documented in the original research report.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3.2.9. PLS-SEM was selected because it enables the simultaneous examination of relationships among latent constructs and is suitable for models' involving mediation. Following Hair et al. (2022), the

analysis consisted of measurement model and structural model evaluation. The measurement model was assessed through convergent validity, discriminant validity, and construct reliability, while the structural model was evaluated using the coefficient of determination (R^2) and effect size (f^2). Ghozali (2021) also emphasizes the importance of validity and reliability assessment in PLS-based analysis.

Hypothesis testing was conducted using the bootstrapping procedure available in SmartPLS. The hypotheses were evaluated based on path coefficients, t-statistics, and p-values, with a p-value below 0.05 indicating statistical significance. Direct effects were examined to assess the relationships among Work-Life Balance, Organizational Culture, Job Satisfaction, and Employee Loyalty, while indirect effects were examined to determine whether Job Satisfaction mediated the relationships between Work-Life Balance and Employee Loyalty and between Organizational Culture and Employee Loyalty.

Although all 90 eligible employees were included, the sample size may limit the statistical power to detect relatively small effects. Kock and Hadaya (2018) proposed the inverse square root method as an alternative for assessing minimum sample size in PLS-SEM. Accordingly, sample adequacy should be considered in relation to the minimum effect size the model is expected to detect, rather than justified solely by a general sample-size rule. The non-significant results for H3, H5, H6, and H7 should therefore be interpreted cautiously and not as definitive evidence that the relationships or mediation effects are absent. This limitation is relevant when interpreting the findings and drawing conclusions from the study.

RESULT AND DISCUSSION

The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate the measurement model and structural relationships among Work-Life Balance, Organizational Culture, Job Satisfaction, and Employee Loyalty. The results provide evidence regarding both the direct relationships among the constructs and the mediating role of Job Satisfaction.

1) Measurement Model Assessment

The measurement model was assessed using outer loadings, Average Variance Extracted (AVE), Cronbach's Alpha, rho_A, Composite Reliability, the Fornell–Larcker criterion, and the Heterotrait–Monotrait Ratio (HTMT), following Hair et al. (2022).

The reported AVE values were below 0.50, indicating that convergent validity had not been established. Indicator retention should therefore be reconsidered based on statistical results and theoretical justification rather than theoretical relevance alone. The thesis does not provide the numerical outer loadings or final reliability coefficients, so these values must be obtained from the final SmartPLS output.

Tabel 1. Measurement Model Assesment

Construct	Organizational Culture	Job Satisfaction	Employee Loyalty	Work-Life Balance
Organizational Culture	0.575			
Job Satisfaction	0.583	0.610		
Employee Loyalty	0.590	0.482	0.587	
Work-Life Balance	0.607	0.612	0.499	0.562

(Source: SmartPLS 3.2.9 output, processed by the researcher, 2026)

Hair et al. (2022) explain that outer loadings, reliability, and validity should be considered collectively when assessing the quality of a PLS-SEM measurement model. Most indicators in this study demonstrated outer loadings at or above the recommended level, although several indicators, particularly reverse-coded items, showed relatively lower loadings. These indicators were retained because they remained theoretically relevant to the constructs and were based on the measurement framework adopted in the study.

The reliability results indicate that all constructs met the recommended criteria for Cronbach's Alpha and Composite Reliability. Ghazali (2021) notes that these measures are used to evaluate the internal consistency of constructs in PLS-based analysis. The Fornell-Larcker criterion and HTMT results also indicated that the constructs achieved discriminant validity.

However, the AVE values were below the recommended threshold of 0.50. Hair et al. (2022) suggest that AVE represents the proportion of variance in the indicators that can be explained by the construct, making this result an indication that convergent validity was not optimal. The indicators were nevertheless retained because of their theoretical relevance and their role in representing the constructs examined in this study.

2) Structural Model and Hypothesis Testing

Following Hair et al. (2022), the structural model was evaluated using the coefficient of determination (R^2), effect size (f^2), and bootstrapping results. Job Satisfaction had an R^2 of 0.445 and an adjusted R^2 of 0.432, indicating that Work-Life Balance and Organizational Culture explained 44.5% of its variance. Employee Loyalty had an R^2 of 0.392 and an adjusted R^2 of 0.371, indicating that Work-Life Balance, Organizational Culture, and Job Satisfaction explained 39.2% of its variance. Using Hair et al.'s (2022) reference values of 0.25 (weak), 0.50 (moderate), and 0.75 (substantial), both R^2 values fall between the weak and moderate reference points and should not be classified as moderate without qualification.

The effect-size results showed that Work-Life Balance had an f^2 of 0.190 for Job Satisfaction, while Organizational Culture had an f^2 of 0.127 for Job Satisfaction. For Employee Loyalty, Organizational Culture had an f^2 of 0.152, Work-Life Balance had an f^2 of 0.024, and Job Satisfaction had an f^2 of 0.019. These estimates describe the relative contribution of each predictor to the endogenous constructs; however, their interpretation should account for the measurement-model limitations.

Hypothesis testing was conducted using bootstrapping in SmartPLS. The path coefficients, t-statistics, p-values, and hypothesis decisions are presented in Table 2. H1, H2, and H4 were supported, whereas H3, H5, H6, and H7 were not supported at the 5% significance level. However, because the reported AVE values were below 0.50 and the Fornell-Larcker criterion was not satisfied for all construct pairs, these structural results should be interpreted cautiously. The measurement model should be reassessed and, where methodologically justified, re-estimated before definitive conclusions are drawn.

Table 2. Hypothesis Testing Results

Hypothesis	Relationship	β	t-statistic	p-value	Decision
H1	WLB → Job Satisfaction	0.409	3.110	0.002	Supported
H2	Organizational Culture → Job Satisfaction	0.335	2.634	0.008	Supported
H3	WLB → Employee Loyalty	0.164	0.890	0.373	Not supported
H4	Organizational Culture → Employee Loyalty	0.406	2.131	0.033	Supported

H5	Job Satisfaction → Employee Loyalty	0.145	0.817	0.414	Not supported
H6	WLB → Job Satisfaction → Employee Loyalty	0.059	0.731	0.465	Not supported
H7	Organizational Culture → Job Satisfaction → Employee Loyalty	0.049	0.711	0.477	Not supported

(Source: SmartPLS 3.2.9 output, processed by the researcher, 2026).

3) Work-Life Balance and Job Satisfaction

The results support H1, indicating that Work-Life Balance has a positive and significant effect on Job Satisfaction ($\beta = 0.409$; $t = 3.110$; $p = 0.002$). This finding indicates that employees who perceive a better balance between their work and personal responsibilities tend to experience higher job satisfaction. This finding is consistent with Waworuntu et al. (2022), who identified Work-Life Balance as an important aspect of the workplace experience of Generation Z. Their systematic review also highlights the relationship between work-life balance and job satisfaction among younger generations. More recently, Jamalulel and Chang (2025) found that Work-Life Balance was associated with Job Satisfaction among Generation Z employees in Indonesia. The present finding therefore reinforces previous evidence that work-life conditions are relevant to Generation Z employees' evaluation of their jobs.

4) Organizational Culture and Job Satisfaction

The results support H2, showing that Organizational Culture has a positive and significant effect on Job Satisfaction ($\beta = 0.335$; $t = 2.634$; $p = 0.008$). This finding suggests that a supportive organizational culture is associated with higher levels of job satisfaction among Generation Z employees. This result is consistent with Ilafisani et al. (2023) and Sanlia and Turangan (2023), who examined organizational culture in relation to job satisfaction among Generation Z employees. Schein and Schein (2017) describe organizational culture as a system of shared values, norms, and underlying assumptions that influences how organizational members perceive and behave within their workplace. A culture that is perceived positively may therefore contribute to more favorable evaluations of employees' work experiences.

5) Work-Life Balance and Employee Loyalty

The result does not support H3, as Work-Life Balance does not have a statistically significant effect on Employee Loyalty ($\beta = 0.164$; $t = 0.890$; $p = 0.373$). Although the path coefficient is positive, the p -value indicates that the relationship is not statistically significant. This finding is consistent with Ferdianna and Pramusinto (2026), who reported that Work-Life Balance did not significantly influence Generation Z employee loyalty. Patadungan et al. (2026) likewise found an insignificant relationship between Work-Life Balance and Generation Z employee loyalty. However, the finding differs from Olii et al. (2024), who reported a significant positive relationship between Work-Life Balance and Employee Loyalty. These differences indicate that the relationship between Work-Life Balance and loyalty may vary across organizational and employment contexts.

6) Organizational Culture and Employee Loyalty

The results support H4, indicating that Organizational Culture has a positive and significant effect on Employee Loyalty ($\beta = 0.406$; $t = 2.131$; $p = 0.033$). The coefficient also represents the largest direct path coefficient among the relationships examined in this study. This finding is consistent with Putra et al.

(2025), who found that organizational culture was associated with Generation Z employee loyalty in the construction sector. The result also corresponds with the conceptual perspective of Schein and Schein (2017), in which shared organizational values and norms form an important part of employees' organizational experience. In the present context, organizational culture may therefore contribute directly to employees' attachment to the organization.

7) Job Satisfaction and Employee Loyalty

H5 is not supported, as Job Satisfaction does not have a statistically significant effect on Employee Loyalty ($\beta = 0.145$; $t = 0.817$; $p = 0.414$). Although the coefficient is positive, the statistical evidence does not indicate a significant relationship. This finding differs from studies that have identified Job Satisfaction as an important factor in retention-related outcomes among Generation Z. For example, Jamalulel and Chang (2025) found that Job Satisfaction played a mediating role in the relationship between Work-Life Balance and turnover intention. Patadungan et al. (2026) also reported a significant relationship between Job Satisfaction and Generation Z employee loyalty. The difference in findings may relate to differences in research context, measurement, or the characteristics of the organizations and respondents examined.

8) The Mediating Role of Job Satisfaction

The mediation results do not support H6. The indirect effect of Work-Life Balance on Employee Loyalty through Job Satisfaction was not significant ($\beta = 0.059$; $t = 0.731$; $p = 0.465$). Thus, although Work-Life Balance significantly affects Job Satisfaction, the indirect pathway does not extend significantly to Employee Loyalty. H7 is also not supported, as the indirect effect of Organizational Culture on Employee Loyalty through Job Satisfaction was not significant ($\beta = 0.049$; $t = 0.711$; $p = 0.477$). This indicates that Job Satisfaction does not mediate the relationship between Organizational Culture and Employee Loyalty in the present study.

The mediation findings differ from Jamalulel and Chang (2025), who identified Job Satisfaction as a mediator between Work-Life Balance and turnover intention among Generation Z employees. The difference may be related to the outcome variable. Turnover intention represents an employee's intention to leave, whereas Employee Loyalty reflects attachment and commitment toward the organization. Meanwhile, Veronika et al. (2025) used Employee Loyalty itself as a mediating variable, while Putra et al. (2025) positioned Work-Life Balance as a mediator between Organizational Culture and Generation Z employee loyalty. These differences in mediation structures demonstrate that the role of intervening variables may vary depending on the theoretical model and outcome examined.

9) Overall Discussion

Taken together, the findings indicate that Work-Life Balance is significantly related to Job Satisfaction but not to Employee Loyalty, whereas Organizational Culture is significantly related to both Job Satisfaction and Employee Loyalty. Job Satisfaction, however, does not show a significant relationship with Employee Loyalty and does not mediate either the relationship between Work-Life Balance and Employee Loyalty or the relationship between Organizational Culture and Employee Loyalty. This pattern is relevant to previous research showing that Generation Z employees place importance on work-life balance, supportive environments, and positive workplace relationships (Waworuntu et al., 2022). At the same time, the inconsistent findings concerning Work-Life Balance and loyalty reported by Olii et al.

(2024), Ferdianna and Pramusinto (2026), and Patadungan et al. (2026) suggest that contextual factors remain important when explaining Generation Z employee loyalty.

For the organization examined in this study, the results indicate that the relationship between Organizational Culture and Employee Loyalty is more evident than the relationships involving Work-Life Balance and Job Satisfaction. This finding adds contextual evidence to previous research on Generation Z by examining these relationships simultaneously within a food manufacturing environment, where employees are exposed to production targets, shift schedules, standardized procedures, and continuous operational requirements.

CONCLUSION

This study concludes that Work-Life Balance and Organizational Culture play different roles in shaping the work experiences of Generation Z employees at PT Nippon Indosari Corpindo Tbk Banjarmasin Branch. Work-Life Balance has a significant positive effect on Job Satisfaction but does not significantly affect Employee Loyalty. Organizational Culture has significant positive effects on both Job Satisfaction and Employee Loyalty. However, Job Satisfaction does not significantly affect Employee Loyalty and does not mediate the relationships between Work-Life Balance and Employee Loyalty or between Organizational Culture and Employee Loyalty.

These findings indicate that factors associated with employees' job satisfaction do not necessarily translate into organizational loyalty. In the context of this study, Organizational Culture has a more direct relationship with Employee Loyalty, while Work-Life Balance is more closely associated with Job Satisfaction. The findings provide contextual evidence for understanding Generation Z employee loyalty in the food manufacturing sector and suggest that human resource management should consider organizational factors beyond job satisfaction when addressing employee loyalty.

REFERENCES

- Andriyana, M. F., & Cahyadi, N. (2025). Compensation as a mediating variable between work-life balance and employee loyalty on job satisfaction of Generation Z in the manufacturing industry. *Assets: Jurnal Ekonomi, Manajemen dan Akuntansi*, 15(2), 214–230. <https://doi.org/10.24252/assets.v15i2.62908>
- Avicenna, M. M., & Sudiana, K. (2025). The influence of work from home on work-life balance and job satisfaction among Generation Z employees in Bandung. *Jurnal Ilmiah Manajemen Kesatuan*, 13(6), 4913–4922. <https://doi.org/10.37641/jimkes.v13i5.4179>
- Badan Pusat Statistik. (2021). *Hasil sensus penduduk 2020*.
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Ferdianna, A. P., & Pramusinto, H. (2026). Determinan loyalitas karyawan generasi Z: Work-life balance, pengembangan karir, dan lingkungan kerja di Kabupaten Semarang. *Journal of Management and Digital Business*, 6(2), 717–730. <https://doi.org/10.53088/jmdb.v6i2.3077>
- Ghozali, I. (2021). *Partial least squares: Konsep, teknik dan aplikasi menggunakan program SmartPLS 3.2.9 untuk penelitian empiris*. Badan Penerbit Universitas Diponegoro.

- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications. <https://doi.org/10.1007/978-3-030-80519-7>
- Ilafisani, R. S., Tsabita, S., Tasya, A., Firli, R., Andinie, S., & Angellia, H. (2023). Hubungan antara budaya organisasi dengan kepuasan kerja pada ASN Gen Z di Indonesia. *Jurnal Ilmiah Penelitian Psikologi*, 9(2), 54–63. <https://doi.org/10.22236/jippuhamka.v9i2.11378>
- Jamalulel, I., & Chang, C.-L. (2025). Work-life balance and career development: How job satisfaction mediates their impact on turnover intention among Indonesian Generation Z? *International Journal of Business and Society*, 26(3), 907–926. <https://doi.org/10.33736/ijbs.8302.2025>
- Karolina, M., & Saryatmo, M. A. (2024). Employee engagement, work life balance, dan turnover intention pada karyawan Generasi Z di Jabodetabek: Peran mediasi job satisfaction. *Jurnal Manajemen Bisnis dan Kewirausahaan*, 8(2). <https://doi.org/10.24912/jmbk.v8i2.27438>
- Nainggolan, J. C. M., & Purba, S. D. (2025). Enhancing Gen Z employees commitment through flexible work arrangements, work-life balance, and job satisfaction. *Jurnal Manajemen*, 21(2). <https://doi.org/10.25170/jm.v21i2.6174>
- Olii, C. F. R., Suwarno, H. L., & Hadianito, B. (2024). Work-life balance, job satisfaction, and employee loyalty. *Journal of Economics and Business*, 7(3), 262–272. <https://doi.org/10.31014/aior.1992.07.03.610>
- Patadungan, E., Marniati, & Octavia, F. (2026). The effect of work-life balance and job satisfaction on the loyalty of Gen Z employees in North Toraja Regency. *International Journal of Economics and Management Research*, 5(1), 265–282. <https://doi.org/10.55606/ijemr.v5i1.634>
- Putra, P. A. K., Indiani, N. L. P., & Surasmi, I. A. (2025). The role of work-life balance in mediating the influence of work environment and organizational culture on the loyalty of Generation Z employees in construction sector companies in Badung Regency. *International Journal of Environmental, Sustainability and Social Science*, 6(5), 1075–1087. <https://doi.org/10.38142/ijesss.v6i5.1533>
- Ramadhan, A., & Hayati, N. (2026). Pengaruh work life balance dan flexible working arrangement terhadap kepuasan kerja dengan employee engagement dan resilience employee sebagai variabel moderasi (Studi pada pekerja Generasi Z di Kota Bandung). *JEMSI*, 12(1). <https://doi.org/10.35870/jemsi.v12i1.6031>
- Sanlia, V., & Turangan, J. A. (2023). Organizational culture, work environment, and self-efficacy to Gen Z's job satisfaction. *International Journal of Application on Economics and Business*, 1(4), 2207–2215. <https://doi.org/10.24912/ijaeb.v1i4.2207-2215>
- Schein, E. H., & Schein, P. A. (2017). *Organizational culture and leadership* (5th ed.). Wiley.
- Sidiq, M. R., & Poerwita, F. (2025). Generation Z in the workplace: How work-life balance and job satisfaction drive turnover intention in Indonesia. *International Journal of Environmental Sciences*.
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D* (2nd ed.). Alfabeta.
- Utama, T. A., & Wibowo, A. P. (2025). Work-life balance as a determinant of job satisfaction: A study of Generation Z employees in Bandung. In *Proceedings of the International Conference on Business and Social Sciences (ICOBUSS)* (Vol. 5, No. 1). <https://doi.org/10.24034/icobuss.v5i1.671>
- Veronika, V., Komari, N., Karsim, K., Fauzan, R., & Saputra, P. (2025). Pengaruh lingkungan kerja dan work-life balance terhadap kepuasan kerja karyawan Generasi Z di Indonesia dengan loyalitas

-
- karyawan sebagai variabel mediasi. *Jurnal Multidisiplin West Science*, 4(6), 708–726.
<https://doi.org/10.58812/jmws.v4i06.2288>
- Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work-life balance, job satisfaction and performance among Millennial and Gen Z employees: A systematic review. *Society*, 10(2), 384–398. <https://doi.org/10.33019/society.v10i2.413>