



The Impact of Work-Life Balance on Job Satisfaction, Job Performance, and Workplace Engagement Among Generation Z Employees: A Comprehensive Analysis

**Septian Sony Utomo¹, Dimas Nugroho Dwi Seputro², Dwi Wilyani³, Irma Kurniasari⁴,
Muhammad Bhirawa Dwi Atma Citalada⁵, Refiana Dwi Maghfiroh⁶, Vian Ahmad
Saputra⁷, Nurkholish Majid⁸**

Universitas Pembangunan Nasional Veteran Jawa Timur^{1,2,4,5,6,7,8}

Sidoarjo Public Health Center³

Email korespondensi: sony.febis@upnjatim.ac.id

Abstract

This research explores the impact of work-life balance on job satisfaction, job performance, and workplace engagement among Generation Z employees. As this cohort increasingly enters the workforce, understanding their unique expectations regarding work-life integration becomes essential for organizations aiming to enhance employee outcomes. A literature review reveals a consistent positive correlation between work-life balance and job satisfaction, with studies indicating that employees who perceive a favorable work-life balance report higher levels of job satisfaction and engagement. For instance, research by highlights that work-life balance significantly influences job satisfaction and performance among both Millennials and Generation Z (Waworuntu et al., 2022). Furthermore, the findings suggest that work-life balance not only enhances job satisfaction but also positively impacts job performance, as evidenced by studies indicating that supportive workplace policies and flexibility are crucial for fostering engagement (Bataineh, 2019; Thakur & Madhu, 2019). However, limitations in the existing literature, such as reliance on self-reported measures and a lack of longitudinal studies, suggest the need for further research to validate these findings across diverse contexts. Recommendations for future studies include exploring the effects of work-life balance in various industries and cultural settings, as well as implementing comprehensive work-life balance initiatives to improve employee engagement and organizational performance. This research underscores the importance of prioritizing work-life balance to foster a productive and satisfied workforce, particularly among Generation Z.

Key words: *Generation Z, Work-Life Balance, Job Performance, Job Satisfaction, Work Place Engagement*

INTRODUCTION

In The relationship between work-life balance and Generation Z individuals in the workplace is a critical area of study, particularly as this cohort begins to dominate the labor market. Generation Z, typically defined as those born between 1995 and 2010, exhibits distinct characteristics and expectations that influence their work experiences and satisfaction. This literature review synthesizes current research on how work-life balance impacts Generation Z's job satisfaction, performance, and overall workplace engagement.

Research indicates that Generation Z places a high value on work-life balance, often prioritizing flexibility and wellness in their employment choices. For instance, highlights that Generation Z employees expect their work to be internally satisfying and consider work-life balance a significant factor for job retention and satisfaction (Gribanova, 2024). This expectation aligns with findings from, who emphasize the need for a comprehensive understanding of the interplay between work-life balance, job satisfaction, and performance among Generation Z employees (Waworuntu et al., 2022). The desire for a balanced life is not merely a preference but a fundamental expectation that shapes their engagement and commitment to their roles.

The workplace environment plays a crucial role in facilitating work-life balance for Generation Z. notes that common challenges faced by this generation include issues related to ethics, culture, and interpersonal relationships, which can hinder their ability to maintain a healthy work-life balance (Hendratmoko, 2024). This is echoed by, who asserts that work-life balance is essential for all employees, particularly for Generation Z, who seek greater flexibility in their work arrangements (Chillakuri, 2020). The emphasis on flexibility is further supported by, who found that flexible work practices positively influence Generation Z's task performance and organizational commitment (Aggarwal et al., 2020).

Additionally, the generational differences in workplace expectations necessitate a tailored approach to management. point out that managers face unique challenges with Generation Z, as they may not be as prepared for workplace realities as previous generations (Statnické et al., 2019). This lack of preparedness can lead to conflicts and dissatisfaction, particularly when work-life balance is not adequately addressed. As such, organizations must adapt their policies and practices to meet the specific needs of Generation Z, fostering an environment that promotes both productivity and personal well-being.

The relationship between work-life balance and Generation Z individuals in the workplace is multifaceted and deeply influential on their job satisfaction and performance. As this generation continues to enter the workforce, understanding their unique expectations and the importance they place on work-life balance will be essential for organizations aiming to attract and retain top talent.

RESEARCH METHOD

The relationship between work-life balance and Generation Z individuals in the workplace is an increasingly pertinent topic as this generation enters the workforce with unique expectations and values. This literature review outlines the research methods employed in studies examining this relationship, focusing on various methodologies that have been utilized to explore how work-life balance affects Generation Z's job satisfaction, performance, and overall well-being. The following steps will be used to achieve the objectives of this review:

1. Literature Search: A search of academic databases such as Scopus and Google Scholar will be done thoroughly. Relevant articles will be identified using key words including

- “Generation Z,” “work-life balance,” “job performance,” “job satisfaction” and “work place engagement”.
2. Synthesis of Findings: The findings from the literature review will be synthesized and presented as an overview on how work-life balance affects job satisfaction, job performance, and workplace engagement among generation z employees. The review indicates equitable management practices and challenges in mitigating negative consequences on work-life balance among generation z employee within organizational settings.
 3. Discussion and Implications: The review will conclude with a discussion of the implications of work-life balance on job satisfaction, job performance, and workplace engagement among generation z employees. Recommendations for organizations will be essential for organizations aiming to attract and retain top talent based on the synthesized findings.

RESULTS AND DISCUSSIONS

How Work-Life Balance Impacts Generation Z's Job Satisfaction

The impact of work-life balance on job satisfaction among Generation Z individuals is a critical area of research, particularly as this cohort increasingly enters the workforce. Generation Z, characterized by their unique values and expectations, places a high emphasis on achieving a harmonious balance between their professional and personal lives. This literature review synthesizes various studies that explore how work-life balance influences job satisfaction within this demographic.

A significant body of research indicates that work-life balance has a positive and significant influence on job satisfaction among Generation Z employees. For instance, 's study highlights that perceived organizational support, coupled with effective work-life balance practices, significantly enhances job satisfaction, thereby reducing turnover intentions (Naini, 2023). This finding underscores the importance of organizations fostering an environment that supports work-life balance to improve employee satisfaction.

Generation Z's research further corroborates this notion, revealing that Generation Z individuals prioritize work-life balance as a means to mitigate stress and enhance their overall well-being (Adedeji, 2023). The study emphasizes that when organizations recognize and support the work-life balance needs of their employees, it leads to higher job satisfaction and better mental health outcomes. This is particularly relevant for Generation Z, who are more inclined to seek workplaces that align with their values regarding work-life integration.

The findings from suggest that work-life balance is a crucial determinant of job satisfaction and performance among both Millennials and Generation Z (Waworuntu et al., 2022). Their systematic review indicates that employees who perceive a favorable work-life balance report higher levels of job satisfaction, which in turn positively affects their performance. This relationship is essential for organizations aiming to retain talent and enhance productivity.

The role of flexibility in work arrangements is another critical factor influencing job satisfaction for Generation Z. 's study indicates that when employees can effectively balance their personal responsibilities with work obligations, their engagement and satisfaction levels significantly improve (Laiman, 2023). This flexibility is particularly valued by Generation Z, who often seek jobs that allow for a better integration of their work and personal lives.

Exploring the relationship between employer branding, work-life balance, and employee retention among Generation Z workers, suggesting that a strong employer brand that emphasizes work-life balance can enhance job satisfaction and retention rates (Hendriana et

al., 2023). This highlights the strategic importance of work-life balance in organizational practices aimed at attracting and retaining Generation Z talent.

The literature consistently demonstrates that work-life balance significantly impacts job satisfaction among Generation Z individuals. As this generation continues to shape the workforce, organizations must prioritize work-life balance initiatives to foster job satisfaction, enhance employee well-being, and ultimately improve organizational performance.

How Work-Life Balance Impacts Generation Z's Job Performance

The impact of work-life balance on job performance among Generation Z individuals is a significant area of inquiry, particularly as this cohort begins to dominate the workforce. Generation Z, typically defined as those born between 1995 and 2010, has distinct expectations regarding work-life integration, which influences their job performance. This literature review synthesizes various studies that explore how work-life balance affects job performance in this demographic.

Research consistently indicates that a positive work-life balance is associated with enhanced job performance among Generation Z employees. For instance, Maharani's study highlights that family-supportive supervisor behavior, which fosters work-life balance, significantly contributes to job satisfaction and motivation, ultimately leading to improved job performance MAHARANI (2024). This finding underscores the importance of supportive workplace environments in facilitating work-life balance, which in turn enhances performance outcomes.

The research conducted by demonstrates that work-life balance has a positive and significant effect on employee performance, with job satisfaction acting as a mediating variable in this relationship (Putri, 2023). This suggests that when Generation Z employees experience a favorable work-life balance, their job satisfaction increases, which subsequently enhances their performance. This mediation effect is crucial, as it highlights the interconnectedness of these variables and the importance of addressing work-life balance to improve job performance.

Moreover, the literature review by emphasizes that work-life balance is a critical determinant of job satisfaction and performance among both Millennials and Generation Z (Waworuntu et al., 2022). Their findings indicate that employees who perceive a favorable work-life balance are more likely to exhibit higher levels of job performance. This relationship is particularly relevant for Generation Z, who prioritize flexibility and well-being in their work environments.

The role of organizational policies in promoting work-life balance is also significant. 's research suggests that effective work-life balance policies are essential for achieving job satisfaction and encouraging better employee performance (Sabrina, 2024). Organizations that prioritize work-life balance not only enhance employee satisfaction but also improve overall performance metrics, making it a strategic imperative for modern workplaces.

The study by highlights the moderating role of job satisfaction in the relationship between work-life balance and employee performance (Soomro et al., 2018). This indicates that while work-life balance directly influences performance, the level of job satisfaction experienced by employees can amplify or diminish this effect. Therefore, organizations must focus on creating a supportive culture that promotes both work-life balance and job satisfaction to optimize performance outcomes.

The literature indicates a strong positive relationship between work-life balance and job performance among Generation Z individuals. As this generation continues to enter the

workforce, organizations must prioritize work-life balance initiatives to enhance job satisfaction and performance. By fostering an environment that supports work-life integration, employers can not only improve employee well-being but also drive organizational success.

How Work-Life Balance Impacts Generation Z's Workplace Engagement

Addressing the relationship between work-life balance and workplace engagement among Generation Z individuals is a critical area of research, particularly as this cohort increasingly enters the workforce. Generation Z, characterized by their unique values and expectations, places a high emphasis on achieving a harmonious balance between their professional and personal lives. This literature review synthesizes various studies that explore how work-life balance impacts workplace engagement in this demographic.

Research consistently indicates that work-life balance has a positive effect on workplace engagement among Generation Z employees. Generation Z's study demonstrates that work-life balance significantly influences employee engagement, suggesting that organizations that prioritize work-life balance can enhance the engagement levels of their Generation Z workforce (Ambalika, 2024). This finding underscores the importance of creating supportive work environments that facilitate a healthy balance between work and personal life.

Generation Z's research highlights the critical role of work-life balance in promoting work engagement, particularly during challenging times such as the COVID-19 pandemic. The study found a significant positive correlation between work-life balance and work engagement, indicating a strong relationship (Priyandani, 2023). This suggests that when Generation Z employees feel supported in balancing their work and personal responsibilities, their engagement levels increase, leading to better performance outcomes.

This literature revealing that work-life balance is positively related to work engagement in their analysis of the Sixth European Working Conditions Survey (Inggamara et al., 2022). Their findings suggest that employees who perceive a favorable work-life balance are more likely to be engaged in their work, highlighting the importance of organizational policies that support work-life integration.

The role of workplace flexibility is also significant in enhancing workplace engagement for Generation Z. 's study indicates that increased awareness of workplace flexibility correlates with higher levels of engagement and satisfaction among employees (Jung & Yoon, 2021). This finding is particularly relevant for Generation Z, who often seek flexible work arrangements that allow them to manage their personal and professional lives effectively.

The research by emphasizes that work-life balance is crucial for maintaining high levels of workplace engagement among Generation Z employees (Hakim, 2023). The study suggests that a well-structured work-life balance not only enhances engagement but also contributes to overall job satisfaction and retention rates.

Additionally, the findings from highlight the mediating role of employee engagement in the relationship between workplace policies and work-life balance (Opoku et al., 2023). This indicates that organizations that implement supportive policies can enhance employee engagement through improved work-life balance, ultimately leading to better organizational outcomes.

The literature indicates a strong positive relationship between work-life balance and workplace engagement among Generation Z individuals. As this generation continues to shape the workforce, organizations must prioritize work-life balance initiatives to enhance engagement, improve employee well-being, and drive organizational success. By fostering an

environment that supports work-life integration, employers can not only improve employee satisfaction but also enhance overall performance.

CONCLUSION

This literature reviewed highlights the significant impact of work-life balance on various aspects of workplace engagement, job satisfaction, and overall performance among Generation Z employees. The studies consistently demonstrate that a favorable work-life balance is positively correlated with enhanced job satisfaction, which in turn fosters greater workplace engagement. For instance, research by emphasizes that work-life balance is one of the critical factors influencing employee engagement among Generation Z, particularly in the context of the COVID-19 pandemic (Laiman, 2023). Similarly, findings from indicate that work-life balance is a crucial determinant of job satisfaction and performance, reinforcing the interconnectedness of these variables (Waworuntu et al., 2022).

The role of organizational support and flexible work arrangements emerges as a recurring theme in the literature. Studies such as those by suggest that increased awareness of workplace flexibility correlates with higher levels of engagement and satisfaction, which are essential for organizational performance (Jung & Yoon, 2021). Additionally, research by highlights the necessity for organizations to prioritize policies that support work-life balance to improve employees' physical and mental health, further contributing to their engagement levels (Iswahyudi, 2023).

Several limitations exist within the current body of literature. Many studies rely on self-reported measures, which can introduce bias and affect the reliability of the results. Additionally, the majority of research focuses on specific industries or regions, limiting the generalizability of the findings across different contexts. Furthermore, there is a need for more longitudinal studies to assess the long-term effects of work-life balance on job satisfaction and engagement, as most existing studies are cross-sectional.

Recommendations for future research include exploring the impact of work-life balance across diverse industries and cultural contexts to enhance the generalizability of findings. Additionally, qualitative studies could provide deeper insights into the lived experiences of Generation Z employees regarding work-life balance and its effects on their engagement and satisfaction. Finally, organizations should consider implementing comprehensive work-life balance policies and practices, as these are crucial for fostering a supportive work environment that enhances employee engagement and overall organizational performance.

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