



The Effect Of Time Management And Work-Life Balance On Job Satisfaction

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ABSTRACT

The study's title is "The Effect of Time Management and Work-Life Balance on Job Satisfaction". The goal of this research is to determine and comprehend how Time Management and Work-Life Balance affect Job Satisfaction among Generation Z Employees at PT.X. This study employed a quantitative technique. Data was gathered via surveys, literature reviews, and informal interviews. This study's population consisted of Gen Z employees of PT X, who are between the ages of 20 and 27. The research's sample was obtained by a saturation sampling approach, which meant that all populations in the study were utilized as samples. The study included 85 participants as samples. The findings of this study show that Generation Z employees at PT.X had a positive response to time management, that respondents had a positive response to work-life balance, and that time management and work-life balance had a significant effect on satisfaction. This demonstrates how time management and work-life balance are interconnected.

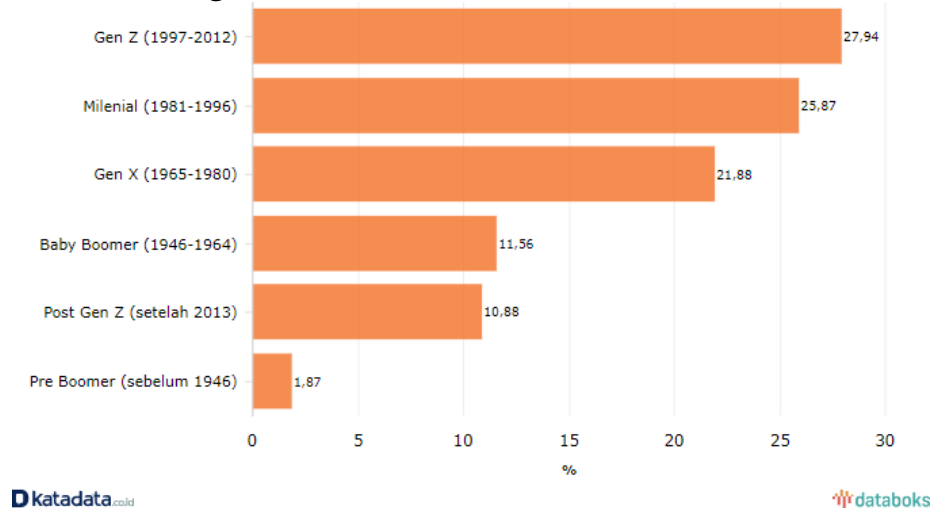
INTRODUCTION

Many companies have complained about the ease with which Generation Z employees resign. This turns out to be related to their character patterns that like freedom. They can easily change jobs when there are better opportunities elsewhere. In addition, this freedom also involves their desire not to be too constrained by the company. But that doesn't mean they tend to want to open their own business. In fact, they still want to work stably in the company, they just don't like the rules that curb freedom of expression. No wonder that many companies and creative industries have a more fun work concept by not limiting the time and place of work.

This is because they were born at the same time as the rapid advancement of technology, the use of gadgets affects their perspective and way of thinking. They are very familiar with social media so they are free and comfortable with their opinions on social media. This dependence on technology triggers individuality.

Population composition is a manifestation of the social and demographic life of a nation. The regulation of population policy in Indonesia is very important, considering that Indonesia is a country with diversity and a large population. The Central Bureau of Statistics (BPS) has released statistical data that shows the breakdown of Indonesia's population by age. This data comes from the 2020 Population Census. This information offers a more detailed description of the structure of Indonesia's future generations.

Figure 1 Pre Boomer To Z Generation Chart



(Source : Badan Pusat Statistik, 2021)

One of the things that must be considered in the performance of Generation Z in the current era is the job satisfaction they get in their company. Job Satisfaction is defined as the result of employees' perceptions of how well their jobs provide things that are considered important (Luthans, 2011). According to Noor in (Harahap, 2017), states that job satisfaction is a condition that makes employees feel happy, happy, get recognition, be treated fairly, get attention from their superiors, feel valued by each other, feel peace of mind because what they do produces something that can fulfill their life needs, desires, hopes, and personal ambitions which causes the employee to get inner and outer satisfaction.

There are four dimensions of job satisfaction, namely liking the job, work morale, work discipline, and work performance. These four dimensions play an important role in shaping overall job satisfaction, which has an impact on the motivation, loyalty and productivity of an employee at work. From the results of interviews with several Gen Z employees conducted by the author regarding the dimension of liking their work, Gen Z PT X employees who like their jobs because they feel they match their personal interests and values are becoming an increasingly visible trend in various companies. Gen Z PT.X employees feel that this generation tends to look for jobs that not only provide income, but also align with their passions, life goals, and principles and all they feel at PT.X, with a flexible and collaborative company work environment PT.X employees also feel happy with their work. Furthermore, there is the Work Morale Dimension, PT.X employees feel that in terms of work morale, it shows a shift in values and expectations that are different from previous generations, they consider Gen Z tends to view work morale not only as compliance with rules, but also as dedication that is aligned with personal values, well-being, and greater goals, for example Mental Wellbeing and Personal Limits, this is one of the problems because, some Gen Z PT.X employees are still bothered by their Mental Health due to work and personal life, but the company pays more attention to the mental health of its employees with work flexibility. Furthermore, Orientation to Results and Impact, Not Working Hours, For Gen Z, work morale is not always measured by how long they

work, but by the quality and results achieved. Furthermore, regarding Work Discipline, According to Gen z Employees of PT.X They tend to prioritize flexibility, efficiency, and results over mere physical presence or strict adherence to work schedules. Despite working WFA but they still remain consistent to work with expected results, They value work that is measured by their impact and contribution, not just by time spent, this makes them tend to work with an efficient and results-focused approach. Work Achievement, Gen Z PT.X employees explained about work achievement in the company, PT.X shows a more modern approach, focusing on innovation, relevance, and self-development. Some gen Z PT.X employees judge job performance not just by traditional performance standards, but also by how well the job supports personal goals, provides learning opportunities, and makes a real impact. Not all PT.X employees are strongly driven to continue learning and growing their abilities, but this is frequently reflected in their excitement for the company's growth and training options to support their long-term careers. Job happiness is also linked to outcomes such as performance, therefore better job satisfaction leads to more excitement at work. As a result, achieving high levels of performance becomes easier.

PT.X setting goals and priorities among Generation Z at work has distinctive characteristics, driven by their values as well as changes in the modern world of work, some key phenomena related to how Generation Z sets goals and manages priorities in the workplace are, Focus on Meaningful and Impactful Goals, Generation Z tends to set goals that have real meaning and impact. They prefer to work on projects that are not only financially beneficial but also have social, environmental or humanitarian value. In general, Generation Z sets goals and priorities at work based on values that are more flexible, meaning-oriented, and technology-driven. In many ways, the way Generation Z sets priorities and goals is a reflection of the digital age and the profound changes in the way people work and live today.

Furthermore, Time Management Mechanisms at PT.X highly value flexibility in time and place of work. tend not to want to be tied down to rigid working hours, preferring structures that allow them to work according to personal rhythms. This has an effect on performance as they tend to be more productive under conditions they consider ideal Utilization of Technology for Time Management Generation Z tends to adopt technology more readily to help with time management. Scheduling apps, reminders, and productivity tools such as Trello, Google Calendar, or Notion are frequently used tools to improve performance and manage time more efficiently. However, the ability to utilize these tools effectively also varies between individuals. And finally Task Organization and Work Environment Multitasking and Digital Distraction, Generation Z is known to be highly proficient in technology and digital media. However, this proficiency can be a challenge due to the many digital distractions that interfere with their focus. They often engage in multitasking, such as using social media or chat apps while working, which can affect time efficiency and productivity.

Graves et al. (2012) found that work-life balance is highly important and has a favorable impact on job satisfaction. Worklife Balance has an emotional component, specifically pleasure and interest, and it has a beneficial influence on job satisfaction in the company. Work-life balance can lead to cognitive patterns, coping, improved work attitudes, well-being, learning, flexibility, and employee performance that help the business achieve its goals. According to research, the characteristics of worklife balance, such as absorption and intrinsic drive, are significant in empowering individuals in a company.

LITERATURE REVIEW

Gen Z is a generation that has been interacting with technological advances since birth, where in their upbringing Gen Z is often spoiled by technology and the internet. Gen Z as the first generation to grow up in the internet world where their understanding of information

access and worldview has been shaped in a different way from previous generations. This distinguishes Gen Z from previous generations, especially in the organizational culture they bring. Gen Z tends to think globally and uses social media to establish interactions with many people around the world via the internet (Nabila et al., 2023).

Time management involves organizing time effectively and setting priorities to achieve specific goals, (Maulana, 2017). Furthermore, Sahitor et al. (2016) define it as the process of allocating time based on the demands and needs of tasks or activities. This is done to optimize, save, and prevent squandering time, which contributes significantly to the organization's growth and success. Time management is the activity of planning and arranging your day or time in order to maximize its effectiveness. The notion of time management emerged during the Industrial Revolution, when individuals recognized the significance of properly and efficiently managing their time in order to govern their production (Gea, 2014).

According to McNamara in Maulana (2017), the factors that influence time management are as follows:

1. Individual Characteristics

Personality can be used to see one's motivation in making time management decisions.

2. Work-life Balance

The side effects of work-life imbalance have been linked to adverse impacts such as damage to workplace or life relationships, stress, and burnout.

3. Organizational Influence

Organizational influences such as organization size, life cycle stage, and factors also affect one's ability to manage time.

Work Life Balance refers to an individual's level of participation and happiness in their job in both personal and professional life that does not result in conflict (Ula, Susilawati, & Widyasari, 2019). Meanwhile, Delecta (in Hafid, 2017) defines job Life Balance as an individual's capacity to strike a balance between their job commitments and personal demands outside of the workplace.

Vyas & Shrivastava (2017) state that work-life balance is influenced by several factors, namely individuals, organizations, work environments, and other factors as support:

- A. Individu

1. Personality plays an important role in how a person behaves in their environment and interacts with others. Human personhood consists of several factors, including sociability extraversion, cognition, neuroticism, and experience. According to research, extraversion, conscientiousness, sociability, and/or sensitivity to experience all have a negative link with work-family conflict, but neuroticism does not.
2. Psychoreligious well-being is a term used to describe a person's positive psychoreligious traits, such as self-acceptance, contentment, humor, and optimism. Research has shown that psychoreligious well-being has a positive correlation with work-life balance, meaning that workers who have high psychoreligious well-being tend to have high work-life balance.
3. Emotional intelligence is the capacity to identify, express, control, and manage one's own and others' emotions. According to research, emotional intelligence is positively connected with life balance, which means that those who have strong emotional intelligence have a better life balance.

- B. Organization

1. Work structures that offer flexible working hours can help employees achieve a better work-life balance. When employees have flexible work arrangements, they can balance work and life outside of work, which will ultimately improve work-life balance. Porsi kehidupan kerja Porsi dan program perusahaan dapat membantu karyawan mencapai keseimbangan

- kehidupan kerja. Prosedur yang dimaksud adalah fleksibilitas waktu kerja karyawan, cuti, libur kerja, dan fasilitas penitipan anak.
2. Support from superiors, organizations, and co-workers is positively related to work-life balance. The higher the support received by employees, the higher the work-life balance of employees.
 3. Job stress is a significant issue that might disrupt work-life balance. It may be characterized as an individual's sense of work as a danger, as well as individual disturbance inside the workplace. When people encounter stress at work, it can lead to work-life conflict, making it difficult for them to strike a balance between their job and their personal lives.
 4. Technology allows people to work at any time and from any location. This might have a beneficial or negative effect on establishing work-life balance.
- C. Social environment
1. Multiple children and childcare responsibilities are associated with work-life balance. Having more children leads to stress and conflict between home life and career.
 2. Support received from their family. The emotional and instrumental support provided by family members can go a long way in achieving this balance. In addition to family support, other factors such as family responsibilities, community responsibilities, and expectations for attention and rewards can also help influence one's work-life balance. Considering all these factors can be crucial in creating the right approach to balancing work and personal life.
 3. Other factors that influence work-life balance are age, gender, marital status, parental status, experience, employability level, type of job, income, and family.

Employment satisfaction is defined as a good attitude towards work that results from an assessment of each employment attribute. Someone with a high degree of job satisfaction feels positive about their employment, whereas someone with a low level of job satisfaction feels bad about their job (Robbins & Judge, 2012). According to Sutrisno (2017), someone who is highly satisfied with their profession has a good attitude about it.

Time management is able to make someone more productive, they will tend to prioritize what to do to be able to keep up with time (Discover Time Management, 2009). Research conducted by Kholisa (2012), found that time management is positively related to work effectiveness. Employees who have a high level of time management are more productive, effective, and efficient, so they do the work as much as possible to achieve goals. This is also consistent with Mujahidah's (2014) perspective, which claims that time management is the process of putting time under control in order to increase effectiveness, efficiency, and production at work. Time management will benefit daily life, especially work that requires intense concentration to produce effective and efficient results (Forsyth, 2009).

According to research, job pleasure is extremely important and has a good influence on job satisfaction in physicians who have worked for five years as opposed to doctors who have worked for one year. This is because doctors who have worked for 5 years have more experience and are more comfortable working than doctors who have just worked for one year (Surman, 2014). Job enjoyment has an effective component, which is pleasure and interest, and it has a favorable influence on organizational job satisfaction. Job satisfaction can result in cognitive patterns, coping, enhanced work attitudes, well-being, learning, flexibility, and employee performance that help organizations achieve their goals (Graven, 2012).

The Impact of Work-Life Balance may be established even in the absence of other variables such as work satisfaction. To boost workers' voluntary assisting behavior, businesses must offer pleasant working conditions that include enjoyment associated to work activities, increased competence in completing job, and responsibility, allowing people to improve their performance and feel fulfilled at work. Employees who are satisfied with their jobs and the pleasant sensations that occur do not require a promotion. This is because staff would endeavor to finish

their tasks even if they are not promoted. This is because staff would endeavor to finish their tasks even if they are not promoted. This is consistent with previous study, which found that feeling comfortable at work is subjective for each individual due to variances in perceptions of comfort and behaviors connected to comfort (Yanti, 2013).

METHODS

The research approach adopted was quantitative. The author's research focuses on time management and work-life balance as independent factors, with job satisfaction as the dependent variable. This study was done on Generation Z employees at PT. X.

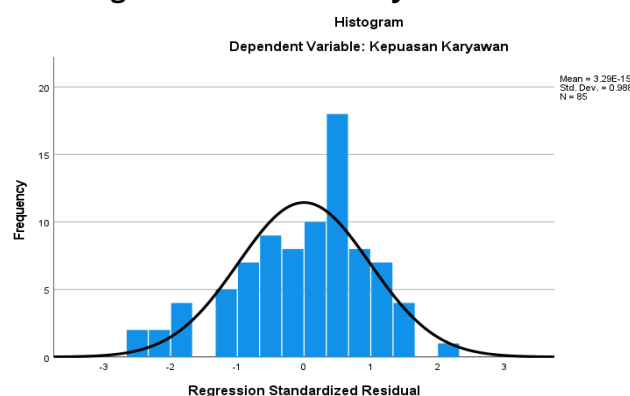
The type of research used by researchers is descriptive analysis with a verification approach. The descriptive verification method is a method that provides a description of whether the facts are true or not and explains the relationship between variables carried out by collecting data, processing data, analyzing data and interpreting data for hypothesis testing. In this study, researchers used a verification method to test Time Management and Worklife Balance and their effect on Job Satisfaction in Generation Z Employees at PT.X by testing variables based on testing a hypothesis whether it is accepted or rejected.

The types of data used in this study are primary data and secondary data. The population that is the object of this research is Gen Z employees who work at PT. X, Generation Z aged 20-27 years who are working at PT. X. In this study the population and saturated samples taken are Gen Z employees of PT. X, the total population is 85 people who will be used as saturated samples in this study. In this study, the population and saturated samples taken were Gen Z employees of PT. X, the total population was 85 people who would be used as saturated samples in this study.

A data collection methodology is a method for collecting data. In this study, data was collected by questionnaires, literature reviews, and informal interviews. Data processing occurs at numerous steps, including checking (editing), coding, and tabulating. Validity and reliability tests are performed to determine data quality. The Multiple Regression Analysis and Hypothesis tests were then performed.

RESULTS

Figure 2 Data Normality Test Results



According to the histogram graph, the residual data follows a normal curve and forms a perfect bell. Similarly, on a typical P-P plot graph, the residual data distribution is not a straight line. As a result, the residual data follows a normal distribution, and the regression model meets the normality requirement.

From the data processing that has been done, the multicollinearity test results are as follows:

Table 1 Multicollinearity Test Results

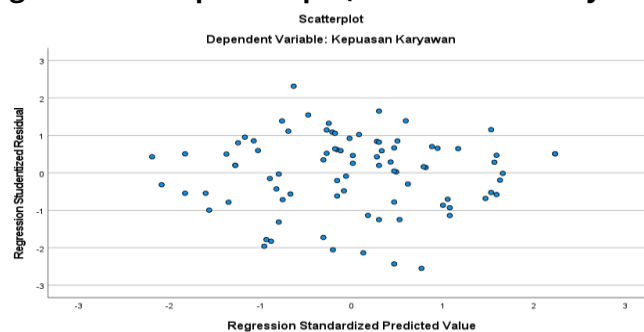
Collinearity Statistics	
Tolerance	VIF
.913	1.096
.913	1.096

Source: SPSS program processing results, 2024

The data multicollinearity test results are displayed in Table 1. The outcomes of table 4.6 provide two independent variables: work-life balance and time management. The fact that the tolerance value is higher than 0.10 and the VIF is less than 10.00 suggests that there is no multicollinearity among these independent variables and that the results satisfy the conditions of the traditional assumption of multicollinearity. Thus, the variables of employee happiness, work-life balance, and time management do not exhibit multicollinearity connection.

The heteroscedasticity test is used to assess whether the residuals of one observation in the regression model and those of another exhibit unequal variance. Seeking a certain pattern in the scatterplot graph between SRESID and ZPRED, where the X axis represents the standardized residual (Y prediction - Y actual) and the Y axis represents the predicted Y, is the method used in this study to identify heteroscedasticity. The findings of this study's Heterokedasitas statistical test are as follows:

Figure 3 Scatterplot Graph (Heteroscedasticity Test)



The image above illustrates how heteroscedasticity was tested using the scatterplot graph technique. The produced dots spread above and below zero (0) on the Y axis and form asymmetric random patterns, suggesting that the regression model to be constructed does not violate heteroscedasticity; in other words, the residual variance is homoscedastic.

Table 2 Time Management Validity Test Results (X1)

Variable	Indicator	R Count	Factor Loading Value	Conclusions
Time Management	P1	0.648	0.213	Valid
	P2	0.311	0.213	Valid
	P3	0.648	0.213	Valid
	P4	0.457	0.213	Valid
	P5	0.369	0.213	Valid
	P6	0.564	0.213	Valid

Source: SPSS program processing results, 2024

All of the submitted statements have a value of $r_{count} > 0.213$, indicating that they have all fulfilled their measurement purposes and are deemed legitimate, according to the summary of the findings of the validity test of the time management variable.

Table 3 Time Management Reliability Test Results (X1)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.762	6

Sumber: Hasil pengolahan program SPSS, 2024

According to the results of the reliability test, the alpha coefficient value for the time management variable is $0.762 > 0.6$, which further suggests the dependability of the measurement tool. Additionally, variable X2 (worklife balance)'s validity and reliability test results are displayed in the following table:

Table 4 Worklife Balance Validity Test Results (X2)

Variable	Indicator	R Count	Factor Loading Value	Conclusion
Worklife Balance	P1	0.410	0.213	Valid
	P2	0.402	0.213	Valid
	P3	0.369	0.213	Valid
	P4	0.368	0.213	Valid
	P5	0.308	0.213	Valid
	P6	0.337	0.213	Valid

Source: SPSS program processing results, 2024

From the recapitulation of the results of testing the validity of the worklife balance variable, it can be seen that all statements submitted have a value of $r_{count} > r_{table} 0.213$, which indicates that all of these statements have performed their measuring functions.

Table 5 Reliability Test Results Worklife Balance (X2)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.630	.641	6

Source: SPSS program processing results, 2024

Additionally, the Cronbach alpha value is $0.641 > 0.6$, indicating that the instrument has demonstrated reliability in measuring the work-life balance variable, according to the findings of assessing the instrument's dependability. Additionally, the following table displays the findings of the independence variable Y's (employee satisfaction) validity and reliability testing recap:

Table 6 Validity Test Results Employee Satisfaction (Y)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.891	10

Source: SPSS program processing results, 2024

Table 7 Correlation Test

		Correlations		
		Employee Satisfaction	Time Management	Worklife Balance
Pearson Correlation	Employee Satisfaction	1.000	.640	.402
	Time Management	.640	1.000	.295
	Worklife Balance	.402	.295	1.000
Sig. (1-tailed)	Kepuasan Karyawan	.	.000	.000
	Time Management	.000	.	.003
	Worklife Balance	.000	.003	.
N	Employee Satisfaction	85	85	85
	Time Management	85	85	85
	Worklife Balance	85	85	85

Source: SPSS program processing results, 2024

DISCUSSION

Based on the correlation test results, it can be interpreted as follows:

1. Relationship between Time Management and Employee Satisfaction
From table 7It is known that the correlation value between Time Management and Employee Satisfaction is 0.640. The correlation value is positive, indicating that the association exists in one direction alone. Based on the correlation coefficient interval, the value of 0.640 is classified as a strong association, falling between 0.600 and 0.799.
2. The Relationship Between Worklife Balance and Employee Satisfaction
Table 7 indicates that there is a 0.402 link between work-life balance and employee satisfaction. Given that the correlation value is positive, there is only one direction of the link. The value of 0.402 falls into the category of moderate associations, with an interpretation between 0.400 and 0.599, according to the correlation coefficient interval.

The calculated coefficient of determination came out to be 44.6%. This demonstrates that the independent factors that were examined, which included work-life balance and time management, had an impact on employee satisfaction of 44.6%, with additional variables that were not examined accounting for the remaining 55.4%. "The Impact of Time Management and Work-Life Balance on Job Satisfaction Among Millennials" (International Journal of Business and Management) by Yang et al. (2021) looks at the millennial generation, which is known to be more concerned than previous generations with striking a balance between work and personal life. Employee job satisfaction is significantly impacted by effective time management skills as well as the company's promoted work-life balance policy, according to this study.

Overall, based on the results of the data analysis, the following findings were obtained: The results of respondents' responses regarding Time Management of Generation Z employees at PT.X gave a good response. This can happen that time management in Generation Z employees at PT.X can organize tasks carefully in working. Seen from the highest dimension, namely checking all activities that have been carried out which are in the dimensions of organizing tasks and the work environment which have an average value of 4.16 with the statement that "I always check all activities that I have done". While the dimension of setting goals and priorities has an average value of 3.73 with the lowest statement that "I can prioritize something to achieve what I consider important".

Regarding the work-life balance of Generation Z employees at PT.X, the respondents' answers were positive. This is possible due to the high value of the work produced by PT.X's

Generation Z personnel. The statement that "My work drains the energy I need to run my personal life" receives the highest average score of 4.11 on the Personal Life Interference with job (PLIW) dimension. The Work-Life Interference with Personal Life (PLIW) Dimension, which has an average value of 3.12 and the statement "I spend more time working than personal time," is the lowest sign.

Employee satisfaction among Generation Z at PT.X is significantly impacted by time management and work-life balance. This is due to the fact that work-life balance and time management are interconnected. The study's F test results also had a value of 34.800. $F_{count} > F_{table}$, so $(34.800 > 3.10)$. Thus, it can be inferred from these findings that the independent variables of work-life balance (X2) and time management (X1) jointly significantly impact the Employee Satisfaction variable (Y) of Generation Z at PT.X.

CONCLUSION

Based on the results of data analysis and discussion conducted in the previous chapter, the author draws the following conclusions:

1. Respondents gave good responses regarding Time Management of Generation Z employees at PT.X.
2. The work of Generation Z employees at PT.X has good value so that respondents' responses regarding the work-life balance of Generation Z employees at PT.X gave a good response.
3. The satisfaction of Generation Z employees at PT.X is influenced by Time Management and Work Life Balance factors.

LIMITATION

The research sample in this study was limited to the number of generation Z employees at PT. X. For further research, other researchers can expand the research sample by involving more respondents from various industries or types of jobs to increase the generalizability of the findings. Research can also integrate additional variables such as social support, organizational culture, or individual factors such as stress levels and personality, which can moderate the relationship between time management, work-life balance, and employee satisfaction. In addition, longitudinal research can be conducted to observe the long-term effects of time management and work-life balance policies on employee satisfaction, as well as to understand changes in employee well-being over time.

Finally, using mixed methods by adding interviews or focus groups can provide deeper qualitative insights into employee perceptions of existing company policies, as well as how they practice time management and work-life balance in their daily lives.

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