

THE MODERATING ROLE OF GENDER ON THE INFLUENCE OF WORK LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEE ENGAGEMENT (A STUDY OF GENERATION Z EMPLOYEES IN MALANG CITY)

Siti Hotijah¹, Pardiman², Muhammad Sirojuddin Amin³

^{1,2,3}Universitas Islam Malang, Indonesia

Siti Hotijah
hotijah.work@gmail.com

Abstract

This study aims to examine the effects of work-life balance and job satisfaction on employee engagement among Generation Z employees in Malang City and to test the moderating role of gender in these relationships. A quantitative explanatory approach was employed using a survey method involving 400 respondents selected through purposive sampling. Data were collected using a Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results reveal that both work-life balance and job satisfaction have positive and significant effects on employee engagement. However, gender does not moderate the relationships between work-life balance, job satisfaction, and employee engagement. These findings suggest that employee engagement among Generation Z is primarily driven by work-life balance and job satisfaction rather than gender differences. The study implies that organizations should prioritize human resource policies that promote work-life balance and enhance job satisfaction to strengthen employee engagement, particularly among Generation Z employees in the contemporary work environment

Keywords: Work-life balance; Job satisfaction; Employee engagement; Gender; Generation Z

 This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

1. INTRODUCTION

In the era of globalization and rapid technological advancement, the world of work has undergone significant changes with the entry of Generation Z into the professional sphere, including in Malang City. This generation possesses unique characteristics as digital natives who are accustomed to intensive use of technology and social media, resulting in values, expectations, and work preferences that differ from previous generations (Atthahirah, S., & Yusra, Z, 2025). They tend to prioritize flexibility, work-life balance, and an inclusive work environment that is responsive to personal needs. However, the intensity of technology use has also encouraged the formation of an always connected culture, which blurs the boundaries between work and personal life, thereby potentially increasing psychological pressure, stress, and reducing employee well-being and engagement (Atthohiri, N. A., & Wijayati, D. T, 2021).

High exposure to social media also affects the psychological condition of Generation Z through the phenomenon of social comparison, which triggers pressure, anxiety, and job dissatisfaction. This pressure shows differences in responses based on gender, where women are more vulnerable to demands for life balance and emotional well-being, while men are more affected by standards of career and financial success (Julianti, A. I., & Mardianty, D., 2024). This condition confirms that the needs for work-life balance and job satisfaction are not homogeneous and have implications for variations in employee engagement levels. Data from BPS Malang (2024) also show that 62% of young workers experience emotional pressure due to excessive workloads, long working hours, and high expectations, which impact decreased productivity and employee well-being.

In addition, the level of employee engagement among Generation Z employees in Malang City presents serious challenges. The Microsoft Work Trend Index report (2022) noted that 58% of Generation Z employees considered leaving their jobs within the next year, while GoodStats (2024) reported a high tendency of job-hopping among this generation. Monotonous working conditions, lack of self-development opportunities, overtime culture, and social pressure from digital media exacerbate burnout and reduce loyalty. Various previous studies have shown that work-life balance and job satisfaction positively influence employee engagement; however, most studies still focus on Generation X and millennials, as well as formal work sectors, making them not fully relevant to the unique characteristics of Generation Z.

Based on these conditions, there is an important research gap that needs to be further examined, particularly regarding the moderating role of gender in the relationship between work-life balance, job satisfaction, and employee engagement among Generation Z (Karolina, N., & Saryatmo, M. A., 2024). Differences in social and psychological roles between men and women influence how they respond to work and personal life demands (Laiman, B., et al., 2023). Therefore, this study is expected to enrich the human resource management literature by providing a more comprehensive understanding of the dynamics of work engagement among Generation Z, while also serving as a basis for formulating HR policies that are more adaptive, inclusive, and oriented toward employee well-being.

2. METHODOLOGY

This study employed a quantitative explanatory approach aimed at analyzing the influence of work-life balance and job satisfaction on employee engagement, as well as examining the moderating role of gender among Generation Z employees in Malang City. The research was conducted in Malang City during the period of August 2025 to January 2026, with the population consisting of all Generation Z employees working across various sectors. The sample size was determined using the Slovin formula with a 5% margin of error, resulting

in 400 respondents. The sampling technique used was purposive sampling, with respondent criteria including active employees domiciled in Malang City, belonging to Generation Z (born between 1997–2012), and having a minimum work period of six months. Data were collected through closed-ended questionnaires using a 1–5 Likert scale to measure the variables of work-life balance, job satisfaction, and employee engagement, while gender was measured using a nominal scale. The instruments were tested through validity and reliability tests using SmartPLS to ensure the feasibility of the measurement tools before conducting further analysis.

Data analysis was carried out using the Structural Equation Modeling approach based on Partial Least Squares (PLS-SEM) with the assistance of the latest version of SmartPLS software. The stages of analysis included evaluation of the measurement model (outer model) through convergent validity, discriminant validity, and construct reliability tests, as well as evaluation of the structural model (inner model) through R-square, f-square, and Q-square values (Sugiyono, 2023). Hypothesis testing was conducted using a bootstrapping procedure with 5,000 resampling to examine direct effects and moderating effects. To test the moderating role of gender, the Measurement Invariance of Composite Model (MICOM) was conducted as a prerequisite for measurement invariance, followed by Multigroup Analysis (MGA) to compare path coefficients between male and female groups. The significance criteria were set at a t-statistic value ≥ 1.96 and a p-value ≤ 0.05 , so that the analysis results were expected to provide valid, objective, and scientifically accountable conclusions.

3. RESULT

The object of this study was Generation Z employees in Malang City working across various sectors, with data collection conducted through an online questionnaire using a five-point Likert scale involving 400 respondents. The respondent characteristics showed a relatively balanced gender composition, namely 52% male and 49% female, with the majority aged between 20–29 years and having worked for more than six months, thus considered to have sufficient experience to assess working conditions. Respondents came from various employment sectors such as government, private companies, education, creative industries, services, and other sectors, reflecting the heterogeneity of the Generation Z work environment in Malang City. The descriptive statistical results showed that, in general, respondents provided positive assessments of the variables of work-life balance, job satisfaction, and employee engagement, with an overall average score of 3.02, indicating that the conditions of work-life balance, satisfaction, and work engagement among Generation Z employees in Malang City were in the fairly good category.

Table 1. Convergent Validity Test of Outer Loading Results

	EE	Gender	KK	WLB	Gender x WLB	Gender x KK
EE1	0.882					
EE2	0.866					
EE3	0.885					
EE4	0.900					
EE5	0.878					
EE6	0.889					
Gender		1.000				
KK1			0.823			
KK10			0.802			
KK2			0.805			
KK3			0.799			
KK4			0.800			
KK5			0.811			
KK6			0.821			
KK7			0.815			
KK8			0.828			
KK9			0.768			
WLB1				0.868		
WLB2				0.858		
WLB3				0.867		
WLB4				0.861		
WLB5				0.832		
Gender x KK						1.000
Gender x WLB					1.000	

Source: Processed data from SMART-PLS 4.0

Based on the results of the outer loadings test, all indicators in each construct had values above 0.70, thereby fulfilling the criteria for convergent validity. The Employee Engagement indicators had outer loading values ranging from 0.865–0.900, Job Satisfaction ranged from 0.768–0.828, and Work-life Balance ranged from 0.832–0.868, while the Gender construct and its interaction showed values of 1.000. These results confirm that all indicators were able to represent their respective constructs well, and the measurement model was declared valid and feasible for further analysis.

Table 2. Discriminant Validity Test – Fornell–Larcker Criterion

	EE	Gender	KK	WLB
EE	0.883			
Gender	-0.062	1.000		
KK	0.502	0.054	0.807	
WLB	0.536	0.035	0.337	0.857

Source: Processed data from SMART-PLS 4.0

Based on Table 4.2 of the Fornell–Larcker criterion, it is known that the square root of the AVE values for each construct, namely Employee Engagement (0.883), Gender (1.000), Job Satisfaction (0.807), and Work-life Balance (0.857), were greater than the correlation values between other constructs. These results indicate that each construct has a clear distinction from one another, so it can be concluded that the measurement model in this study has met the criteria for **Discriminant Validity**.

Table 3. Cross Loading Test Results

	EE	Gender	KK	WLB	Gender x WLB	Gender x KK
EE1	0.882	-0.059	0.456	0.466	0.328	0.337
EE2	0.866	-0.061	0.395	0.462	0.298	0.283
EE3	0.885	-0.065	0.445	0.459	0.309	0.286
EE4	0.900	-0.046	0.457	0.503	0.315	0.297
EE5	0.878	-0.056	0.442	0.493	0.333	0.304
EE6	0.889	-0.043	0.462	0.460	0.296	0.314
Gender	-0.062	1.000	0.054	0.035	0.029	0.045
KK1	0.392	0.063	0.823	0.255	0.185	0.574
KK10	0.385	0.066	0.802	0.255	0.138	0.541
KK2	0.439	0.007	0.805	0.305	0.206	0.564
KK3	0.408	0.012	0.799	0.295	0.169	0.522
KK4	0.392	-0.016	0.800	0.245	0.125	0.524
KK5	0.414	0.092	0.811	0.278	0.169	0.525
KK6	0.414	0.055	0.821	0.254	0.174	0.563
KK7	0.396	0.054	0.815	0.301	0.167	0.542
KK8	0.399	0.067	0.828	0.268	0.160	0.504
KK9	0.406	0.035	0.768	0.256	0.100	0.456
WLB1	0.464	0.016	0.277	0.868	0.573	0.163
WLB2	0.469	0.026	0.306	0.858	0.589	0.161
WLB3	0.464	0.010	0.276	0.867	0.584	0.141
WLB4	0.462	0.056	0.302	0.861	0.552	0.202

WLB5	0.438	0.043	0.282	0.832	0.560	0.195
Gender x KK	0.344	0.045	0.659	0.201	0.300	1.000
Gender x WLB	0.354	0.029	0.198	0.667	1.000	0.300

The cross-loading test results indicate that the indicators of employee engagement, job satisfaction, work-life balance, and gender each have the highest loading values on their respective constructs. In addition, the variables gender × job satisfaction and gender × work-life balance also have the highest loading values on their corresponding constructs. This condition shows that each construct has a clear distinction and can be measured properly. Therefore, discriminant validity is considered valid and fulfilled.

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EE	0.944	0.944	0.955	0.780
KK	0.941	0.941	0.949	0.652
WLB	0.910	0.910	0.933	0.735

The test results show that all constructs, namely EE, KK, and WLB, fulfilled the criteria of reliability and validity, as indicated by the values of Cronbach's Alpha, rho_A, and Composite Reliability > 0.70, as well as AVE values > 0.50. Therefore, the instrument has good internal consistency, and the measurement model is declared suitable for further analysis.

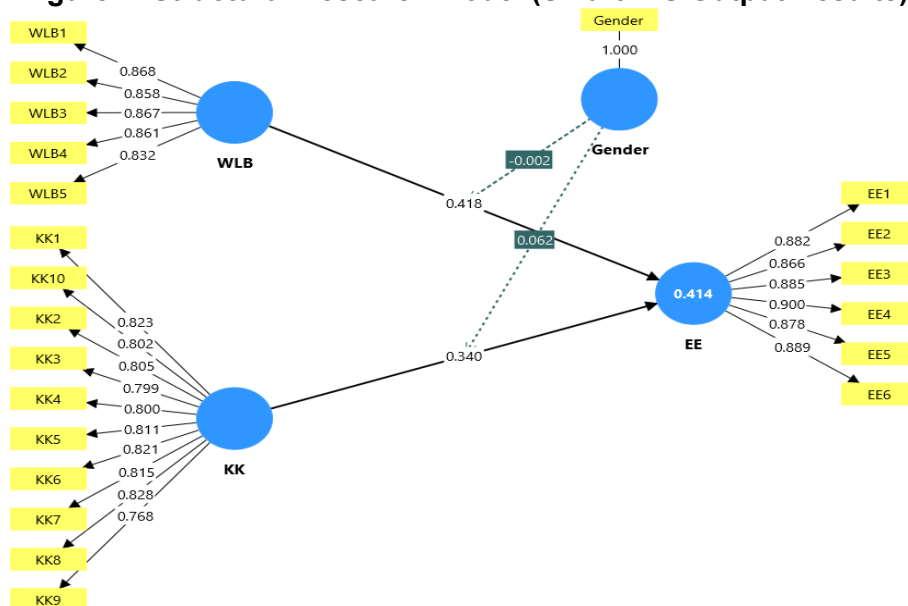
Table 5. Variance Inflation Factor (VIF) Test Results

	VIF
EE1	3.212
EE2	2.926
EE3	3.267
EE4	3.620
EE5	3.074
EE6	3.353
Gender	1.000
KK1	2.621
KK10	2.397
KK2	2.314
KK3	2.278
KK4	2.333
KK5	2.433

KK6	2.629
KK7	2.514
KK8	2.650
KK9	2.031
WLB1	2.623
WLB2	2.454
WLB3	2.616
WLB4	2.542
WLB5	2.221
Gender x KK	1.000
Gender x WLB	1.000

The results of the collinearity statistics test indicate that all indicator variables have Variance Inflation Factor (VIF) values below the recommended maximum threshold of 5.00. This finding demonstrates that there is no indication of multicollinearity among the indicators used in the research model. In other words, each indicator is able to explain its respective construct independently without causing excessive overlap or strong linear relationships with other indicators. The absence of multicollinearity confirms that the estimation results generated by the model are stable, unbiased, and statistically reliable. Therefore, the measurement model in this study fulfills the collinearity assumption and is considered appropriate for further structural model analysis using the PLS-SEM approach.

Figure 1. Structural Research Model (SmartPLS Output Results)



The structural model results show an R^2 value of 0.414, meaning that 41.4% of the variation in employee engagement can be explained by work-life balance, job satisfaction, and gender interaction. Work-life balance ($\beta = 0.418$) and job satisfaction ($\beta = 0.340$) have a

positive influence on employee engagement, while gender was not proven to moderate the relationship between the two variables due to its insignificant coefficients.

Table 6. R-Square Values

	R-square	R-square adjusted
EE	0.414	0.407

The table above shows an R-square value of 0.414 and an adjusted R-square value of 0.407, indicating that the model is able to explain 41.4% of the variation in employee engagement, while the remaining 58.6% is influenced by other variables outside the model. Therefore, the explanatory power of the model is categorized as moderate.

Table 7. F-Square Values

	EE	Gender	KK	WLB	Gender x WLB	Gender x KK
EE						
Gender	0.016					
KK	0.097					
WLB	0.144					
Gender x WLB	0.000					
Gender x KK	0.001					

The results of the F-square test indicate that Work-life Balance has a moderate effect (0.144), Job Satisfaction has a small effect (0.097), and Gender has a very small effect (0.016) on employee engagement. Meanwhile, the moderating effects of Gender × Work-life Balance (0.000) and Gender × Job Satisfaction (0.001) are categorized as very weak or insignificant.

Table 8. Q-Square Values

	Q²predic t	PLS- SEM_RMS E	PLS- SEM_MA E	LM_RMS E	LM_MA E	IA_RMS E	IA_MA E
EE 1	0.308	0.934	0.781	0.955	0.791	1.123	0.918
EE 2	0.265	0.977	0.808	1.005	0.836	1.140	0.944
EE 3	0.292	0.931	0.774	0.954	0.789	1.107	0.921
EE 4	0.329	0.909	0.761	0.930	0.769	1.110	0.920
EE 5	0.315	0.927	0.777	0.940	0.784	1.121	0.912

EE 6	0.300	0.957	0.791	0.978	0.809	1.144	0.942
-----------------	-------	-------	-------	-------	-------	-------	-------

Based on the table above, all Employee Engagement indicators (EE1–EE6) have Q²_predict values greater than 0, with values ranging from 0.265 to 0.329. These results indicate that the model possesses adequate predictive relevance and is capable of predicting the Employee Engagement variable effectively. The positive Q²_predict values confirm that the structural model has good predictive accuracy and is able to provide reliable estimations for the observed indicators. Therefore, the model developed in this study can be considered to have satisfactory predictive capability in explaining employee engagement among Generation Z employees in Malang City.

Table 9. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Gender -> EE	-0.195	-0.196	0.076	2.559	0.011
Gender x KK -> EE	0.062	0.064	0.082	0.754	0.451
Gender x WLB -> EE	-0.002	-0.002	0.081	0.020	0.984
KK -> EE	0.340	0.340	0.058	5.852	0.000
WLB -> EE	0.418	0.418	0.054	7.793	0.000

The results of the hypothesis testing indicate that Work-life Balance ($\beta = 0.418$; $t = 7.793$; $p = 0.000$) and Job Satisfaction ($\beta = 0.340$; $t = 5.852$; $p = 0.000$) have a positive and significant influence on Employee Engagement; therefore, H1 and H2 are accepted. In contrast, Gender was not proven to moderate the influence of Work-life Balance ($\beta = -0.002$; $t = 0.020$; $p = 0.984$) nor Job Satisfaction ($\beta = 0.062$; $t = 0.754$; $p = 0.451$) on Employee Engagement. Consequently, H3 and H4 are rejected. These findings confirm that employee engagement is directly influenced by work-life balance and job satisfaction without the moderating role of gender.

Table 10. Configural Invariance

	Original correlation	Correlation permutation mean	p-value 5.0%	P-value permutation value	p
EE	1.000	1.000	1.000	0.161	
KK	0.999	0.999	0.999	0.332	
WLB	0.999	1.000	0.999	0.205	

The results of MICOM Step 2 show that all constructs have correlation values close to 1 and p-values > 0.05, indicating that compositional invariance has been fulfilled. Therefore, the instrument is considered equivalent across groups and suitable for proceeding with comparative analysis.

Table 11. Compositional Invariance

	Original difference	P-value permutation mean difference	2.5%	97.5%	P-value permutation value	p
EE	-0.082	0.002	-0.195	0.211	0.398	
KK	0.019	0.000	-0.211	0.192	0.864	
WLB	0.134	0.003	-0.184	0.200	0.189	

Based on the table above, the results of MICOM Step 3a show that the permutation p-values for EE, KK, and WLB are all greater than 0.05. Therefore, there are no significant differences in the mean values of the constructs between the compared groups. This indicates that the mean levels of EE, KK, and WLB in both groups are relatively equivalent.

Table 12. Compositional Equality of Mean or Variance

	Original difference	P-value permutation mean difference	2.5%	97.5%	P-value permutation value	p
EE	0.045	0.001	-0.220	0.224	0.695	
KK	0.175	0.008	-0.231	0.231	0.133	
WLB	0.021	-0.001	-0.209	0.210	0.867	

Based on the table above, the results of MICOM Step 3b show that all constructs have permutation p-values above 0.05. Therefore, it can be concluded that the variances of EE, KK, and WLB do not differ significantly between the groups. This indicates that the level of data dispersion (the variability of respondents' answers) in both groups is relatively similar.

Table 13. MGA Test Results

	Original (JK_Laki-laki)	Original (JK_Perempuan)	Difference (JK_Laki-laki - JK_Perempuan)	1-tailed (JK_Laki-laki vs JK_Perempuan) p value	2-tailed (JK_Laki-laki vs JK_Perempuan) p value
KK - > EE	0.365	0.363	0.002	0.492	0.985
WLB -> EE	0.398	0.448	-0.050	0.746	0.507

The results of the Multi-Group Analysis (MGA) indicate that, in both the male and female groups, Work-Life Balance (WLB) and Job Satisfaction (JS) positively influence Employee Engagement (EE). In the male group, the WLB coefficient was 0.398 and the JS coefficient was 0.365, with an R² value of 0.417. Meanwhile, in the female group, the influence of WLB was slightly higher at 0.448, while the JS coefficient was 0.363, with an R² value of 0.408. Although there were differences in the path coefficients between the two groups, the MGA results showed that the differences in the influence of WLB and JS on EE across genders were not statistically significant (p-value > 0.05). Therefore, it can be concluded that gender does not act as a moderating variable in the relationship between work-life balance and job satisfaction on employee engagement.

3. DISCUSSION

A. The Influence of Work-life Balance on Employee Engagement

The results of this study indicate that Work-life Balance has a positive and significant influence on Employee Engagement among Generation Z employees in Malang City. These findings suggest that the better the balance between employees' work life and personal life, the higher their level of engagement toward their work. Therefore, the first hypothesis in this study is accepted (Chaniago & Rahmawati, 2024).

Generation Z tends to perceive work-life balance as a fundamental necessity in the modern workplace, especially amid a digital work culture that offers flexibility while simultaneously demanding high time availability. Such balance enables employees to

maintain psychological energy, work focus, and emotional attachment to the organization (Rachmadini & Riyanto, 2020).

The findings of this study are in line with the Conservation of Resources (COR) Theory proposed by Hobfoll (1989), which explains that individuals strive to maintain and protect their psychological resources from being depleted by work demands. In this context, work-life balance serves as an external resource that helps Generation Z employees maintain emotional well-being and strengthen employee engagement. Furthermore, these findings support previous studies conducted by Ambalika et al. (2024) and Laiman et al. (2023), which found that work-life balance has a significant influence on employee engagement among younger employees.

B. The Influence of Job Satisfaction on Employee Engagement

The results of this study show that job satisfaction has a positive and significant effect on employee engagement. These findings indicate that Generation Z employees who feel satisfied with their jobs, including aspects such as the work itself, salary, promotion opportunities, relationships with supervisors, and relationships with coworkers, tend to demonstrate higher levels of work engagement. Job satisfaction creates a sense of security, appreciation, and meaningfulness at work, which encourages employees to contribute optimally (Atthahirah & Yusra, 2025).

These findings are consistent with the Social Exchange Theory proposed by Blau (1964), which explains that when employees perceive fair treatment and appropriate rewards from the organization, they tend to reciprocate through positive attitudes and higher levels of work engagement. The findings are also consistent with previous studies conducted by Siregar et al. (2024) and Rachmawati et al. (2023), which stated that job satisfaction is an important determinant in shaping employee engagement.

C. The Influence of Work-life Balance on Employee Engagement with Gender as a Moderating Variable

The test results indicate that gender does not moderate the influence of work-life balance on employee engagement. Therefore, the third hypothesis in this study is rejected. These findings suggest that the influence of work-life balance on employee engagement is relatively consistent between male and female Generation Z employees (Putra et al., 2023). This finding can be explained by the characteristics of Generation Z, which tend to have a more egalitarian perspective regarding gender roles and a tendency to perceive work-life balance as a universal need rather than one based on gender differences (Waworuntu et al., 2022).

In addition, the insignificant moderating effect of gender may also be caused by contextual and methodological factors, such as the relatively homogeneous distribution of job roles within the research sample, similar levels of job satisfaction and work demands between male and female respondents, and the possibility that other variables, such as marital status, family responsibilities, or organizational support, play a more significant role in shaping differences in work-life balance experiences than gender alone. These findings are in line with the study conducted by Kusumarini (2024), which showed that although there are perceptual differences between men and women, the moderating effect of gender on the relationship between work-life balance and employee engagement is not always statistically significant. Thus, it can be concluded that, within the context of Generation Z employees, work-life balance is an important determinant of employee engagement that operates relatively consistently regardless of gender differences.

D. The Role of Gender in Moderating the Influence of Job Satisfaction on Employee Engagement

The results of this study indicate that gender does not moderate the influence of job satisfaction on employee engagement. Therefore, the fourth hypothesis in this study is rejected. These findings indicate that job satisfaction functions as a universal psychological determinant in encouraging work engagement, regardless of gender differences. Both male and female Generation Z employees respond to job satisfaction in relatively similar ways in enhancing their levels of dedication, energy, and involvement in work (Waworuntu et al., 2022). Conceptually, job satisfaction reflects an individual's affective evaluation of the quality of their work experience, which subsequently shapes engagement as an internal motivational response. Since this mechanism is rooted in fundamental psychological processes, its influence tends not to depend on demographic attributes such as gender.

The insignificant moderating effect of gender can also be understood through the changing social and organizational dynamics within the Generation Z context. This generation is widely recognized for having a more egalitarian and value-based work orientation, where job satisfaction is more strongly influenced by factors such as meaningful work, opportunities for self-development, flexibility, and organizational support rather than by traditional social role constructions between men and women. In this context, gender no longer serves as the primary lens differentiating how individuals interpret satisfaction or express work engagement, resulting in a relatively homogeneous relationship between job satisfaction and employee engagement across gender groups.

Furthermore, this finding can also be explained from methodological and contextual perspectives, where the moderating effect of gender in organizational behavior research is

often weak and situational. The influence of job satisfaction on engagement is generally strong as a direct effect, causing the additional variation contributed by gender interaction to become statistically insignificant. Moreover, the possibility of other variables being more relevant moderators, such as work-family demands, marital status, caregiving responsibilities, or perceived organizational support, may reduce the sensitivity of gender as a differentiating factor. Therefore, the findings of this study strengthen the argument that, in the context of Generation Z employees, job satisfaction functions as a consistent predictor of employee engagement, while gender does not act as a contingency factor that strengthens or weakens this relationship (Ramadani & Abadi, 2025).

4. CONCLUSION

Based on the results of the analysis, it can be concluded that work-life balance and job satisfaction have a positive and significant influence on employee engagement among Generation Z employees in Malang City, highlighting the importance of life balance and job satisfaction in enhancing work engagement. However, gender was not proven to moderate the influence of these two variables, indicating that the relationships between work-life balance, job satisfaction, and employee engagement do not differ significantly between male and female employees. Overall, employee engagement is directly influenced by work-life balance and job satisfaction, while gender differences do not function as moderating factors, confirming that employee engagement among Generation Z is a complex and multidimensional construct.

5. REFERENCES

- Ambalika, N. K. A. D., Azzahra, H. A. S., Rahmayanti, P. L. D., & Ditha, I. G. A. T. L. (2024). The Effect of *Work-Life Balance*, Internal Communication, and Rewards on *Employee engagement* and Employee Performance: A Study on Generation Z. *International Journal of Business, Law, and Education*, 5(2), 1646–1654. <https://doi.org/10.56442/ijble.v5i2.703>
- Atthahirah, S., & Yusra, Z. (2025). Kontribusi Kepuasan Kerja terhadap Work Engagement pada Pekerja Generasi Z. *Indo-MathEdu Intellectuals Journal*, 6(7). <https://doi.org/10.54373/imeij.v6i7.4464>
- Atthohiri, N. A., & Wijayati, D. T. (2021). Pengaruh *Employee engagement* terhadap Kepuasan Kerja dengan Work Life Balance sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 9(3), 1092–1100. <https://doi.org/10.26740/jim.v9n3.p1092-1100>
- Julianti, A. I., & Mardianty, D. (2024). The Influence *Work-life balance* and Burnout on Job Satisfaction of Banking Industrial Employees in Pekanbaru City. *Quantitative Economics and Management Studies*, 5(3), 704–711. <https://doi.org/10.35877/454ri.gems2575>
- Karolina, N., & Saryatmo, M. A. (2024). *EMPLOYEE ENGAGEMENT, WORK LIFE BALANCE, DAN TURNOVER INTENTION PADA KARYAWAN GENERASI Z DI JABODETABEK: PERAN MEDIASI JOB SATISFACTION* (pp. 306–320).
- Kurniasari, C. A., & Dewi, Y. E. P. (2023). The Effect Of *Work-life balance* And Quality Of Work Life On Employee Performance With Gender As A Moderating Variable. *Jurnal Pamator : Jurnal Ilmiah Universitas Trunojoyo*, 16(2), 231–246

- Kusumarini, G. N. (2024). *Gender differences in the relationship between work-life balance and employee engagement in Indonesia* [Tesis, Universitas Gadjah Mada]. Repositori Universitas Gadjah Mada. https://etd.repository.ugm.ac.id/home/detail_pencarian_downloadfiles/1445388
- Laiman, B., Erika, Laurensia, K., Sun, P., & Djoenarko, R. H. (2023). Factors Affecting *Employee engagement* of Generation Z during the Transition from COVID-19 Pandemic to Endemic. *TIJAB (The International Journal of Applied Business)*, 7(2), 196–216. <https://doi.org/10.20473/tijab.v7.i2.2023.42947>
- Rachmadini, F., & Riyanto, S. (2020). The Impact of *Work-life balance* on *Employee engagement* in Generation Z. *IOSR Journal of Humanities and Social Science*, 5, 62–66. <https://doi.org/10.9790/0837-2505106266>
- Rachmawati, A. M., Saptandari, P., & Setijanigrum, E. (2023). The Influence of Job Satisfaction on *Employee engagement* with Trust as a Moderation Variable in Employees in Private Education X Surabaya. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 6(3), 637. <https://doi.org/10.32493/jjsdm.v6i3.29911>
- Siregar, Z. M. E., Lubis, T., Syamsuri, A. R., Siregar, D. I., & Supriadi, Y. N. (2024). Job Satisfaction as Mediator in the Effect of Perceived Organizational Support on *Employee engagement*: Evidence from SMEs in Indonesia. *Jurnal Aplikasi Manajemen*, 22(3), 767–782. <https://doi.org/10.21776/ub.jam.2024.022.03.11>
- Sugiyono. (2023). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. In M. Dr. Ir. Sutopo. S.Pd (Ed.), *Penerbit ALFABETA*. ALFABETA
- Syelvy, S., & Siddiq, A. M. (2024). Pengaruh Work Life Balance terhadap *Employee engagement* dan Kepuasan Kerja sebagai Variabel Intervening pada CV Multi Agro Sarana. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 5(3), 622–638. <https://doi.org/10.47747/jismab.v5i3.1962>
- 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.v10i2.464>