

The Role of Job Engagement in Mediating Work Life Balance in Turnover Intention

Aynul Musthofa S, Falih Suaedi

Universitas Airlangga, Indonesia

Correspondence: aynul.musthofa.s-2021@pasca.unair.ac.id, falih.suaedi@fisip.unair.ac.id

ABSTRACT

Gen Z is a generation that has difficulty experiencing job satisfaction. Gen Z tends to have the intention to reach the highest peak in a job. Therefore, Gen Z has a tendency to leave the company and look for alternative jobs in other workplaces. This study aims to determine the effect of work life balance on turnover intention through job engagement for Gen Z employees in Surabaya. This research method uses quantitative analysis techniques to test hypotheses and test mediation or path analysis. The results of this study found that work life balance and job engagement have a simultaneous effect on turnover intention variables.

Keywords : *turnover intention; job engagement; work life balance*

INTRODUCTION

Globalization makes competition between organizations or companies increasingly stringent, requiring all companies to maximize all resources owned by these companies, including human resources (Maria et al, 2017). Today, modern companies expect their employees to be proactive and take initiative, and to take responsibility as part of their professional development and commitment to high standards of performance. One of the employees who has this potential is Gen Z. The number of Generation Z reaches 75.49 million people, equivalent to 27.94 percent of the total population in Indonesia (Indonesiabaik, 2020).

Gen Z is the generation born between 1995 and 2010 (Rachmawati, 2019). Gen Z is known as a creative and innovative generation. According to a survey conducted by the 2020 Harris Poll, as many as 63% of Gen Z are interested in doing various creative things every day (Sakitri, 2021). Gen Z is a generation that is close to technology (digital native), as they were born in the smartphone era, grew up with the sophistication of computer technology and have openness to internet access which is easier than the previous generation.

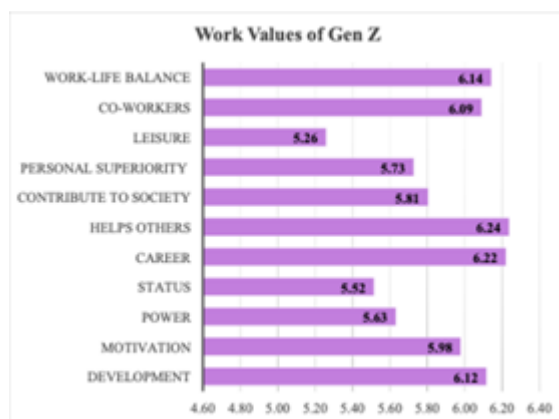
According to research, 33% of Gen Z spend more than 6 hours a day on their phones and use social media far more than their predecessors. In fact, the survey explained that Gen Z in Indonesia, in particular 3, ranks highest in cell phone use, namely 8.5 hours every day (Kim, et al., 2020). While Gen Z is known as the digital generation, 44% of Gen Z prefer working with teams and colleagues face-to-face. Kronos Incorporated (2019) found that 33% of Gen Z out of 3,400 respondents spread across various countries not only rated flexibility in the workplace as important, but an essential need. In fact, the study revealed that Gen Z considers themselves to be the most hardworking generation, but because they value flexibility as a very important principle, Gen Z will not be willing to be forced to work when they don't want to work.

One of the big cities in Indonesia that is controlled by Gen Z is the city of Surabaya (Sakitri, 2021). The city of Surabaya has the largest number of Gen Z in East Java with a population of 920,363 after 9-24 years (Nisa and Haryono, 2022). Judging from their age, some Gen Z have entered the workforce. The presence of Gen Z in the world of work did not receive a sharp response as organizational attention stopped before. Surveys prove that Gen Z is not too confident about entering the world of work and the demand to work long hours is one of the determining factors (Sakitri, 2021). Not only that, Gen Z tends to worry about their ability to succeed in the world of work. At least, there are three emotional barriers experienced by Gen Z that create self-doubt in achieving professionally, including anxiety (34%), lack of motivation (20%), and feelings of low self-esteem (17%).

Rachmawati (2019) revealed that Gen Z easily changes jobs, but they will also be happy to be employed for a longer period of time by one boss (even their whole life) provided that the job must be attractive to them. The intention to change jobs or leave an organization is a person's desire to move or leave the company either voluntarily or forced (Sugiharto 2018), this is called turnover intention. Turnover intention is a condition in which employees of an organization have plans to leave their jobs, or conditions in which the organization has plans to terminate employment relations with its employees, turnover is a permanent dismissal of employees from the company either carried out by the employees themselves (voluntarily) or by companies (Apriantini, et al. 2021). If turnover increases, it is very worrying for every company because fewer and fewer human resources will survive in that company. Therefore the company is trying very hard so that its employees can be well engaged in various ways.

Employee turnover intention has become a problem in various companies because it is the beginning of employee turnover. The case of turnover in a company is an indication that in that company there are problems that must be addressed by management, one of which is by identifying various factors that cause employees to want to move (Novitasari and Dessyarti, 2022). Hafid and Prasetyo (2017) revealed the causes of turnover intention, namely the thought of leaving due to dissatisfaction with work, the desire to find more promising job vacancies, and the desire to leave in the coming months due to urgent reasons such as maternity leave, pursuing studies abroad, work life balance, leadership style, organizational culture, to work stress and others.

The intensity level of employee turnover can be indicated from the existence of a work life balance in employees. Organizational ability to present a flexible work life and meet the needs of work life balance is an important factor in attracting Gen Z (Sakitri, 2021). Work life balance, namely the extent to which individuals are simultaneously involved and satisfied with work and family roles (Idulfilastri, 2018). Work life balance describes the balance between a person's work and the person's personal life. Work life balance is one of Gen Z's top priorities and preferences for an organization after a career and opportunities to share and help others (Agarwal & Vaghela, 2018).



Sumber: Agarwal & Vaghela (2018)

Figure 1
Work Values of Gen Z

From an employee's perspective, work life balance is a choice to manage work and personal obligations and family responsibilities, while work life balance from a business perspective is a company's choice when employees concentrate on their work. Work life balance is very important in achieving psychological and emotional stability and can increase job engagement. If employees feel satisfied being involved in two roles, namely work and family, then it has the potential to increase contribution and a higher sense of attachment to their organization (Wijayanto, et al. 2022). Employees who are able to achieve work-family balance with organizational support will have higher corporate engagement and greater commitment.

The intensity level of employee turnover can not only be indicated from the existence of a work life balance in employees, but can also be viewed from job management as a form of employee enthusiasm at work. Enthusiasm is formed because employees feel engaged (feel engaged) so that

they have the potential to demonstrate involved behavior. Najeemdeen et al (2018) suggest that job engagement is described as an expected situation, giving rise to involvement, passion, enthusiasm, commitment, focused effort, and passion.

Employees who feel engaged will be aware of their goals and roles in the company so that employees can do their best (Novitasari and Dessyarti, 2022). Employees with high engagement will feel comfortable in the work environment, thereby reducing their desire to move (Pamungkas and Sulisty, 2020). Various methods are used by companies to increase employee job engagement (Fazlurrahman et al., 2020). Companies always try to provide what employees need to do their jobs optimally, so that with organizational support received by employees, job engagement will increase (Rais and Parmin, 2020).

This research was conducted by Lee, et.al., (2021) with the title "Factors Impacting Work Engagement of Gen Z Employees: A Regression Analysis". The results of multiple regression analysis show that transformational leadership has an effect on job engagement among employees, while transactional leadership has no effect. Autonomy and work-life balance are proven to have a positive effect on employee job engagement but technology and corporate social responsibility are not significant.

Research conducted by Kang and Sang (2019) through research with the title "To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organizational relationships and employee job engagement". The results of the study reveal that perceptions of organizational justice have a significant and direct effect. Further findings state that a high perception of organizational justice by hiring EES affects job engagement, which in turn negatively affects Turnover Intention. Employee job engagement was also found to be a direct mediation for the effect of perceived fairness and EOR on turnover intention.

Ahmad's research (2022) conducted a study entitled "The Influence of Interpersonal Conflict, Job Stress, and Work Life Balance on Employee Turnover Intention." The results of this study are findings which reveal that interpersonal conflict factors influence turnover intention. Work stress factors have an effect on turnover intention. The work-life balance factor influences turnover intention. Naghshineh (2022) conducted research with the title "The Effect of Job Self-Efficacy on Job Engagement With An Emphasis on The Role of Work-Life Balance. Case Study: National Land And Housing Organization of Tehran". The findings show that the dimensions of job self-efficacy and work-life balance positively and directly influence work engagement.

The desire to leave an organization is generally preceded by the employee's intention. Employees who want to leave a job may have more favorable expectations in the new company because employees want a higher salary, job challenges, career development, a supportive work environment and a desire for job satisfaction. The challenge for companies is not only to retain good quality employees, but also how to make employees feel attached to the company. It is important for companies to understand the behavior and habits of their employees, especially in companies that have Gen-Z employees.

Entry of Gen-Z into the workforce is something that must be considered by employers. This is due to each generation having unique beliefs, values and characteristics. This uniqueness plays a role in the emotions, motivations, perceptions and decision-making of individuals in that generation. This can have both positive and negative impacts on individual attitudes which lead to various work behaviors and further to overall performance (Robbins and Judge, 2014). Gayle (2019) also predicts that by 2020 as much as 36% of the workforce will be filled by Gen Z.

In line with this, research conducted by Miller (2019) involved 632 employees aged 18-38 years (generation Y and generation Z). The survey results show that Gen Z employees have traits that lead to their dissatisfaction with their jobs and have the intention to move to another company. Another study conducted by Miller (2019) stated that 61% of 1,844 Gen Z employees (born 1995-1999) had plans to leave their current workplace. Sidorcuka and Chesnovicka (2017) found that 42% of Gen Z employees in Latvia only wish to stay at the company for a maximum of one year. The problem of Gen Z who have the intention to move also occurs in Indonesia. This can be seen because the turnover rate of Indonesian employees is at 10% after Gen Z begins to enter the world of work (Deloitte, 2019). The younger the generation, the more difficult it is to experience job satisfaction.

Generation Z went through childhood or youth when the economic crisis was happening. These conditions make them want to direct themselves to the desire to get constant continuous

personal development from superiors. This step was taken as a basis for him to be able to climb a higher career ladder with implications for increasing income as well (Iorgulescu, 2016). Supported by their adept characteristics in using technology, Gen-Z will find it easy to seek various opportunities. Thus, if the company is unable to accommodate these needs, Gen-Z will have the intention to leave the company and look for alternative jobs in other workplaces. The purpose of this research is to determine the role of job engagement in mediating work life balance in turnover intention.

METHOD

This research is a quantitative research. This research was conducted to determine work life balance on turnover intention through job engagement for Gen Z employees in Surabaya. The variables involved in this research are: work life balance, turnover intention, and job engagement. The data in this study came from primary data sourced from questionnaires given to Gen Z employees in Surabaya and secondary data sourced from the internet. The population of this study is Gen Z employees in Surabaya with a total of 741,285 people. The determination of the number of samples uses the slovin formula so that 100 respondents are obtained. The data collection method uses a questionnaire as measured by a Likert scale. Data analysis techniques in this study used path analysis and hypothesis testing using SPSS.

RESULT

Table 1
The results of the Pacial Test (t test) of the First Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.308	1.681		6.132	.000
Work life balance (X)	1.611	.107	.836	15.094	.000

Source: Data Processed

Table 2
Partial Test Results (t test) Second Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.657	.777		.845	.400
Work life balance (X)	.153	.076	.164	2.004	.048
Job engagement (Z)	.367	.040	.756	9.254	.000

Source: data processed

Based on the results of the table above, the first partial test looks at the independent effect on the dependent variable which shows the results of Sig. < 0.05 which means that all of the tests above are significant. Second, compare t count with t table, it is significant if t count > t table = 1.98422. The test results of work life balance (X) on job engagement (Z) show t count = 15.094 > 1.98422 so it is significant. Furthermore, testing work life balance (X) and job engagement (Z) on turnover intention (Y) shows t count X = 2.004 > 1.98422 and t count job engagement (Z) = 9.254 > 1.98422 so that all are significant. Then, the research beta that has been produced as a whole is a positive beta value where the influence exerted by the independent variable on the dependent variable is positive. There are two regression equations that are formed, namely:

First equation: $Z = 10.308 + 0.836X + e$

That is, if the work life balance (X) is zero, then the job engagement variable (Z) will be constant at 10,308. If there is an increase in work life balance (X) of 1, there will be an increase in job engagement (Z) of 0.836 plus a constant and vice versa.

Second equation: $Y = 0.657 + 0.164X + 0.756Z + e$

That is, if the work life balance (X) is zero, then the variable turnover intention (Y) will be constant at 0.657. If there is an increase in work life balance (X) of 1, there will be an increase in turnover intention (Y) of 0.164 plus a constant and vice versa. Furthermore, if the job engagement (Z)

value is zero, then the Y variable will be constant at 0.657. If there is an increase in job engagement (Z) of 1, there will be an increase in turnover intention (Y) of 0.756 plus a constant, and vice versa.

Table 3
Simultaneous Test Results (Test F)

	Model	Sum of Squares	f	Mean Square	F	Sig.
1	Regression	659.344	2	329.672	200.608	.000b
	Residual	159.406	97	1.643		
	Total	818.750	99			

Source: data processed

Based on the Table 3 above, it can be seen that the calculated F value is 200,608. While the resulting significance value is 0.000 which is smaller than 0.05. Thus it can be concluded that the multiple regression model is feasible to use, and the variables work life balance (X) and job engagement (Z) have a simultaneous influence on the variable turnover intention (Y). Based on the Table 4 above that has been done, the Adjusted R Square result is 0.801 or 80.1%. This means that the two variables, namely the variable work life balance (X) and job engagement (Z) explain 80.1% of the variable turnover intention (Y) while the other 19.9% is not examined in this study.

Table 4
Test Results for the Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897a	.805	.801	1.282

Source: data processed

The total effect of work life balance (X) on turnover intention (Y) through the mediation variable of job engagement (Z), namely:

The direct effect of work life balance (X) on turnover intention (Y) = 0.164

Indirect effect of work life balance (X) on turnover intention (Y) through job engagement (Z) = $0.836 \times 0.756 = 0.632$

Total effect = direct effect + indirect effect = $0.164 + 0.632 = 0.8360.796$

Table 5
Mediation Test Results

Variable	Direct Effect	Indirect Effect	Total Effect	Criteria	Result
Work life balance (X)	0.164	0.632	0.796	Indirect effect > direct effect = intervening	Accepted

Source: data processed

Effect of Work Life Balance on Turnover Intention

Based on the results of the analysis that has been carried out, the value of Sig. $0.048 < 0.05$ with a positive direction between work life balance and turnover intention of Gen Z employees in Surabaya. Based on this it can be seen that the first hypothesis in this study is accepted. The results of this study are in line with the results of research conducted by Yu et al (2022), Ahmad (2022) and Kerdipitak & Jermittiparsert (2020) which revealed that there is a significant positive effect between work life balance on turnover intention.

Ramdhani, et al. (2018) work life balance is the achievement of quality of life because individuals are able to manage the complexities of the world of work and their personal world. Life between work and family imbalance can be caused by increased work demands leading to higher stress levels. Work life balance policies have been found to reduce absenteeism and have a positive impact on employee productivity and turnover intentions Laksono & Wardoyo (2019). Organizations that provide such benefits appear to understand the relationship between greater work life balance and competent workforce retention and its effect on organizational commitment and profitability (Chemirmir & Nassiuma, 2018). Low work life balance can also cause employees to experience lower morality, higher absenteeism, organizations experience higher staff turnover, lower productivity and lower quality of work.

Work life balance is an important issue for companies in general, work life balance is closely related to turnover intention. Work life balance will have an effect on the desire to leave the company if you don't get support from superiors, and there is no work autonomy given by the company to employees. Work life balance is very important for companies to reduce turnover intention. Companies must be able to create a positive work environment, so that work stress can be minimized and will reduce turnover intention, besides that leaders must also have the ability to encourage work teams so that employees do not experience excessive stress (Prayogi et al., 2019). The benefits of a work life balance program for employees include increasing employee control over time and place of work and reducing work-family conflict. There is also evidence to suggest that employers who implement work life balance programs and offer flexible work arrangements tend to have a competitive advantage in the employee market (Laksono & Wardoyo, 2019).

The results of this study are not in line with research conducted by Hafid & Prasetyo (2017) which suggests that work life balance has no effect on turnover intention. Through this study it was found that employees who have a good level of work-life balance, show a tendency to have low turnover. Indeed, the factors that affect employee turnover intention do not only involve work life balance factors. There are other factors that play a role in influencing turnover intention. Some of these factors include career development opportunities and compensation. Employees will feel that their work is recognized by the company when they get career development opportunities and high compensation.

Effect of Work Life Balance on Job Engagement

Based on the results of the analysis that has been carried out, the value of Sig. $0.000 < 0.05$ with a positive direction between work life balance and job engagement of Gen Z employees in Surabaya. Based on this it can be seen that the second hypothesis in this study is accepted. The results of this study are in line with the results of research conducted by Rusli & Hassim (2017); Naghshineh (2022) which revealed that work life balance affects job engagement. Ramdhani, et al. (2018) work life balance is the achievement of quality of life because individuals are able to manage the complexities of the world of work and their personal world. The contribution of previous research related to how to increase job engagement is a positive thing that relates to individuals in their work including the relationship between employees and their work marked by vigor, dedication and absorption in their work (Jin & McDonald, 2017). An employee who has a high level of attachment to the organization has an understanding and concern for the organization's operational environment, is able to work together to increase organizational achievement through cooperation between individual employees and management (Safria, 2022).

There is a good fit between work life balance and job engagement parameters. Therefore, it is recommended that organizational managers pay attention to the balance of work and life of employees, because these characteristics can have a significant positive or negative impact on employee engagement. Of course, it should be noted that reaching a point of balance is relative and the person's understanding of this balance is important. Achieving this balance requires not only the attention of the employer, but the employees themselves must also be active. As the literature and research findings indicate, work-life balance is multi-dimensional. There are some work-related barriers that affect the lives of employees that need to be addressed by the employer and another part of the barriers that are related to life that affect the work of people that need to be addressed by the employees themselves. As indicated by the literature and research results, work-life balance is multidimensional. Part of it refers to barriers to work in life that employers must pay attention to, and another part relates to barriers to living in work that require the efforts of the employees themselves (Naghshineh, 2022).

Effect of Job Engagement on Turnover Intention

Based on the results of the analysis that has been carried out, the value of Sig. $0.000 < 0.05$ with a positive direction between job engagement and turnover intentions of Gen Z employees in Surabaya. Based on this it can be seen that the third hypothesis in this study is accepted. The results of this study are in line with the results of research conducted by Jaharuddin & Zainol (2019) which show that job engagement has a significant positive effect on turnover intention. Najeemdeen et al (2018) suggest that job engagement is described as an expected situation, giving rise to involvement,

passion, enthusiasm, commitment, focused effort, and passion. Research shows that job engagement has emerged in the world of work today as a construction that can significantly affect employee turnover intentions. In particular, employees with low levels of job engagement are more likely to have a higher intention to leave the organization, as well as to actually leave it. Employees with high engagement will feel comfortable in the work environment, thereby reducing their desire to move (Pamungkas & Sulistyono, 2020). Stefani (2020) in his research revealed that when an employee is satisfied with their job, they become involved in their work and then will be committed to the company. However, it is different from the research conducted by Kang & Sung (2019) which shows that job engagement has a significant negative effect on turnover intention.

Effect of Work Life Balance on Turnover Intention with Job Engagement as Mediator

Based on the results of the analysis that has been carried out, the indirect effect value = 0.632 > direct effect = 0.164 with a positive direction between Work Life Balance on Turnover Intention and Job Engagement as Mediator for Gen Z employees in Surabaya. Based on this it can be seen that the fourth hypothesis in this study is accepted. The results of this study are in line with the results of research conducted by Karatepe (2013), Haroon & Danish (2019) which revealed that WLB affects turnover intention through job engagement. Work life balance is the desire to be able to actively participate in work but still achieve personal life goals. Role balance is the result expected of each individual (Safria, 2022). Work life balance policies have been found to reduce absenteeism and have a positive impact on employee productivity and turnover intentions (Laksono & Wardoyo (2019).

A low work life balance can also cause employees to experience low morality and higher absenteeism and organizations experience higher staff turnover. high productivity, lower productivity and lower quality of work, this is very detrimental to the company because it can increase turnover. Job engagement as a mediation that is manifested by training, empowerment, and rewards, leads to job involvement. Work involvement in turn increases work performance and extra role customer service (Karatepi, 2013). High turnover can be influenced by low job engagement which is positively related to performance, work ability, negatively related to absenteeism, deviant behavior, and turnover intentions (Laksono & Wardoyo (2019).

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that work life balance has a positive influence on turnover intention among Gen Z employees in Surabaya. Work life balance has a positive influence on job engagement for Gen Z employees in Surabaya. Job engagement has a positive effect on turnover intention for Gen Z employees in Surabaya. Work life balance has a positive effect on turnover intention with job engagement as mediation for Gen Z employees in Surabaya. The suggestions that researchers can convey include that institutions are expected to pay attention to the comfort of their employees starting from creating a work life balance at work so that turnover intention does not increase or even not exist. For employees to find out more about the balance needed in themselves, regarding work and personal life and increase motivation to work more, so that a work life balance can be created. For further research, it is hoped that it can assist respondents in filling out the questionnaire, so that researchers can ensure that the questionnaire has been filled in correctly and can provide direct explanations to respondents if there are statements that are not understood so that the necessary data can be collected properly by researchers.

REFERENCES

- Ahmad, A. F. 2022. The Influence of Interpersonal Conflict, Job Stress, and Work Life Balance on Employee Turnover Intention. *International Journal of Humanities and Education Development (IJHED)*, 4(2), 1-14.
- Apriantini, S. A. M., Imbayani, I. G. A., & Ribek, P. K. 2021. Pengaruh Job Stress, Kepuasan Kerja dan Komitmen Organisasi Terhadap Turnover Intention Karyawan Hotel Kamandalu Ubud. *EMAS*, 2(2).
- Chemirmir, M. J., Musebe, R., & Nassiuma, B. K. 2017. The Role Of Work Life Balance On Employee Turnover In The Flower Industry In The North Rift Kenya. *International Journal of Research in Social Sciences and Humanities*, 7, 50–62.
- Deloitte. 2019. *Deloitte Indonesiaperspectives*. In Deloitte

- Fazlurrahman, et.al., 2020. Analysis of Work Engagement Measurement at Work From Home Due to The Effect Of Covid-19 Pandemic. *Technium Social Sciences Journal*, 14, 363–375.
- Gayle, L. 2019. How generation Z is transforming the workplace. <https://www.financialexecutives.org/FEI-Daily/Augu>
- Hafid, M., & Prasetyo, A. P. 2017. Pengaruh work-life balance terhadap turnover intention (Studi pada karyawan divisi food & beverage Hotel Indonesia Kempinski Jakarta). *Jurnal Study and Management Research*, 14(3), 48-56.
- Haroon, M. 2019. Mediating Effect of Work Engagement between Work Life Balance and Turn over Intention in Higher Education Institutions of Quetta. *Pakistan Study Centre*, 9(1), 40-50.
- Idulfilastri, R. M. 2018. *Keterikatan Kerja dalam Konteks Psikologi Industri/Organisasi*. Yogyakarta: ANDI Offset.
- Iorgulescu, M.-C. 2016. Generation Z and its perception of work. *Cross-Cultural Management Journal*, 18(1), 47-54.
- Indonesiabaik.id, 2020, *Usia Muda Dominasi Penduduk Indonesia*, diakses melalui website <https://indonesiabaik.id/infografis/usia-muda-dominasi-penduduk-indonesia>
- Jaharuddin, N. S., & Zainol, L. N. 2019. The Impact of Work-Life Balance on Job Engagement and Turnover Intention. *The South East Asian Journal of Management*, 13(1), 7.
- Jin, M. H., & McDonald, B. 2017. Understanding Employee Engagement in the Public Sector: The Role of Immediate Supervisor, Perceived Organizational Support, and Learning Opportunities. *American Review of Public Administration*, 47(8), 881–897.
- Kang, M., & Sung, M. 2019. To Leave or Not To Leave: The Effects of Perceptions of Organizational Justice on Employee Turnover Intention Via Employee-Organization Relationship and Employee Job Engagement. *Journal of Public Relations Research*, 31(5-6), 152-175.
- Karatepe, O. M. 2013. High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Kerdipitak, C., & Jermsittiparsert, K. 2020. The Effects of Workplace Stress, Work-Life Balance on Turnover Intention: An Empirical Evidence From Pharmaceutical Industry In Thailand. *Systematic Reviews In Pharmacy*, 11(2), 586-594.
- Kim, A., McInerney, P., Smith, T.R., Yamakawa, N. 2020. Apa yang membuat Generasi Z di Asia-Pasifik berbeda?, McKinsey & Company.
- Kronos Incorporated, 2019. *Full Report: Generation Z in The Workplace*.
- Laksono, B. F. W., & Wardoyo, P. 2019. Pengaruh Work-Life Balance, Kepuasan Kerja dan Work Engagement Terhadap Turnover Intentions dengan Mentoring sebagai Variabel Moderating pada Karyawan Hotel Dalam Semarang. *Jurnal Riset Ekonomi dan Bisnis*, 12(1), 17-36.
- Lee, C. C., Aravamudhan, V., Roback, T., Lim, H. S., & Ruane, S. G. 2021. Factors Impacting Work Engagement of Gen Z Employees: A Regression Analysis. *Journal of Leadership, Accountability and Ethics*, 18(3), 147-159.
- Maria, et.al., 2017. The Role of Job Demands and Job Resources in the Development of Emotional Exhaustion, Depression, and Anxiety Among Police Officers. *Police Quarterly*, 21(1), 1–26.
- Miller, S. 2019. Generation Z and millennials seek recognition at Work. SHRM website.
- Naghshineh, M. 2022. The Effect of Job Self-Efficacy on Job Engagement With An Emphasis on The Role of Work-Life Balance. Case Study: National Land and Housing Organization of Teheran. *Management & Marketing Journal*, 20(1).
- Najeemdeen, I. S., Abidemi, B. T., Rahmat, F. D., & Bulus, B. D. 2018. Perceived Organizational Culture and Perceived Organizational Support on Work Engagement. *Academic Journal of Economic Studies*, 4(3), 199–208.
- Nisa, F. K., & Haryono, N. A. 2022. Pengaruh Financial Knowledge, Financial Attitude, Financial Self Efficacy, Income, Locus of Control, dan Lifestyle terhadap Financial Management Behavior Generasi Z di Kota Surabaya. *Jurnal Ilmu Manajemen*, 10(1), 82-97.
- Novitasari, I. A., & Dessyarti, R. S. 2022. Pengaruh Work-Life Balance Terhadap Turnover Intention dengan Employee Engagement Sebagai Variabel Intervening (Studi Pada Karyawan Po Jaya Ponorogo). *Simba: Seminar Inovasi Manajemen, Bisnis, dan Akuntansi*, 4.

- Prayogi, M. A., Koto, M., & Arif, M. 2019. Kepuasan kerja sebagai variabel intervening pada pengaruh work-life balance dan stres kerja terhadap turnover intention. *Jurnal Ilmiah Manajemen dan Bisnis*, 20(1), 39-51.
- Rachmawati, D. 2019. Welcoming Gen Z in Job World. *Proceeding Indonesian Carrier Center Network (ICCN) Summit*, 1(1), 21-24.
- Rais, I. S., & Parmin. 2020. Pengaruh Perceived Organizational Support dan Budaya Organisasi Terhadap Employee Engagement dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 2(5), 813–833.
- Ramdhani, N., Supra W., & Yuli F. S. 2018. *Psikologi untuk Indonesia Tangguh dan Bahagia*. Yogyakarta: Gadjah Mada University Press
- Robbins, Stephen P & Timothy A Judge. 2014. *Perilaku Organisasi*. Jakarta: Salemba Empat
- Sakitri, G. 2021. Selamat Datang Gen Z, Sang Penggerak Inovasi!. *Forum Manajemen*, 35(2), 1-10.
- Sidorcuka, I., & Chesnovicka, A. 2017. Methods of attraction and retention of generation Z staff. *International Conference Proceedings*, 5, 807-814.
- Stefani, G. 2020. Pengaruh Job Satisfaction Terhadap Organizational Commitment Pada Karyawan PT SEGAR dengan Happiness at Work dan Work Engagement Sebagai Variabel Mediasi. *Agora*, 8(1).
- Yu, H. S., Lee, E. J., & Na, T. K. 2022. The Mediating Effects of Work–Life Balance (WLB) and Ease of Using WLB Programs In The Relationship Between WLB Organizational Culture And Turnover Intention. *International Journal of Environmental Research And Public Health*, 19(6), 3482.