

ARTICLE THE CORRELATION BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION AMONG GEN-Z EMPLOYEES

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Abstract

This study aims to examine the relationship between work-life balance and job satisfaction among Generation Z employees. As Generation Z enters the workforce, maintaining a balance between work responsibilities and personal life has become an important factor influencing their well-being and satisfaction at work. This research employed a quantitative approach with a correlational design. The participants consisted of Generation Z employees selected using purposive sampling techniques. Data were collected through Likert-scale questionnaires measuring work-life balance and job satisfaction. The obtained data were analyzed using Pearson Product-Moment correlation analysis. The findings revealed a correlation coefficient of $r = 0.546$ with a significance value of $p = 0.000$ ($p < 0.05$), indicating a moderate, positive, and statistically significant relationship between work-life balance and job satisfaction. These results suggest that employees who experience a better balance between their professional and personal lives tend to report higher levels of job satisfaction. The study highlights the importance of implementing organizational policies and practices that support work-life balance in order to enhance employee satisfaction, particularly among Generation Z employees.

Keywords: work-life balance, job satisfaction, Generation Z, employees, correlational study.



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INTRODUCTION

The presence of Generation Z has become an increasingly evident reality in today's workforce and is closely associated with career development and professional advancement. Generation Z is characterized by a relatively rational mindset in planning and preparing for their future careers (Fitri et al., 2023). Generation Z refers to individuals born between 1995 and 2010, succeeding the previous generation and growing up in the digital era, which is characterized by rapid technological advancement, broad access to information, and shifts in both workplace and social communication patterns (Reza & Tinggogoy, 2022).

Employee engagement has become an essential concern for organizations, particularly with the growing dominance of Generation Z in the workplace. A comprehensive understanding of Generation Z's values, communication styles, and expectations serves as a fundamental basis for organizations seeking to maintain employee engagement and sustain organizational productivity (Fikri et al., 2024). Job satisfaction has been recognized as one of the key determinants of individual performance, influencing whether employee performance is achieved at a high or low level. Furthermore, job satisfaction serves as a means of optimizing employees' capabilities to achieve maximum performance outcomes (Valentina & Ginting, 2025).

Rahmadhani and Priyanti (2020) define job satisfaction as a pleasurable emotional state or a general attitude arising from the perceived discrepancy between the rewards employees receive and those they expect. Job satisfaction is influenced by various factors, including fair and equitable compensation, appropriate job placement based on employees' competencies, workload, work environment, and the availability of adequate equipment and resources required to perform job responsibilities. The dimensions of job satisfaction include salary, promotion opportunities, relationships with coworkers, and supervisory practices. Employees who are satisfied with their jobs and demonstrate strong organizational commitment are more likely to exhibit high levels of performance and loyalty. Consequently, they tend to engage in positive work behaviors and perform their assigned responsibilities optimally, often exceeding organizational expectations (Firdaus et al., 2024).

One of the primary factors influencing Generation Z's job satisfaction is an individual's ability to balance work responsibilities and personal life, commonly referred to as work–life balance. Employees who achieve a satisfactory level of work–life balance tend to experience higher job satisfaction. Conversely, an imbalance between personal life and work responsibilities may lead to lower levels of job satisfaction (Nurjayati et al., 2024). Work–life balance (WLB) refers to a condition in which employees are able to maintain equilibrium between their personal needs and work obligations. In this context, individuals are expected to demonstrate commitment to multiple life roles while maintaining a balanced orientation toward these dual responsibilities. Several factors influence an individual's ability to achieve work–life balance, including family background, personal characteristics, occupation, and individual behavior (Nafis et al., 2020).

Previous studies have reported inconsistent findings regarding the relationship between work–life balance and job satisfaction. Herlambang and Murniningsih (2019) found that work–life balance has a positive effect on job satisfaction, indicating that higher levels of work–life balance are associated with greater job satisfaction. Similarly, a study conducted at Mega Finance found that work–life balance had a statistically significant partial effect on job satisfaction, suggesting that improvements in employees' work–life balance contribute to increased job satisfaction (Susanti et al., 2024). In contrast, Bukit et al. (2022) reported that work–life balance did not have a significant effect on job satisfaction. Likewise, Pranindhita and Wibowo (2020) concluded that no significant relationship exists between work–life balance and job satisfaction.

Based on this background, the primary objective of the present study is to examine the relationship between work–life balance and job satisfaction among Generation Z employees.

This study is considered important because previous research has produced inconsistent findings, reporting both significant and non-significant relationships, as well as positive and negative associations between the two variables. These inconsistencies indicate the existence of unresolved empirical contradictions. Therefore, this study is expected to contribute to the existing body of literature by providing additional empirical evidence and helping to clarify the relationship between work–life balance and job satisfaction among Generation Z employees.

RESEARCH METHOD

This study employed a quantitative approach using a correlational research design. The quantitative approach was adopted to examine the relationship between variables through numerical data analyzed using statistical techniques. According to Sugiyono (2021), quantitative research is a method used to investigate a particular population or sample with the objective of testing predetermined hypotheses. A correlational design was selected because the purpose of this study was to examine the relationship between work–life balance and job satisfaction without manipulating or providing any intervention to the research participants.

The participants in this study were Generation Z employees who were currently employed. Generation Z refers to individuals born between 1997 and 2012 and is characterized by a high level of technological adaptability and a strong emphasis on maintaining a balance between work and personal life. According to Fitri et al. (2023), Generation Z demonstrates a strong orientation toward psychological well-being and workplace flexibility, making work–life balance a crucial aspect of their work experience. The study involved a minimum of 30 respondents, in accordance with the general requirements for quantitative correlational research.

The sampling technique employed was purposive sampling, in which participants were selected based on specific criteria relevant to the objectives of the study. Sugiyono (2021) stated that purposive sampling is appropriate when researchers apply particular considerations regarding the characteristics of the research participants. The inclusion criteria for this study were employees belonging to Generation Z who were currently employed and willing to participate in the research.

This study consisted of two variables: work–life balance as the independent variable (X) and job satisfaction as the dependent variable (Y). Work–life balance was defined as an individual's ability to maintain an appropriate balance between work responsibilities and personal life. According to Nurjayati, Widyarini, and Chrisnatalia (2024), work–life balance is a condition in which individuals are able to meet work demands without sacrificing their personal lives, thereby enhancing both comfort and satisfaction in the workplace. Job satisfaction, on the other hand, refers to an individual's overall positive evaluation of their job. Rahmadhani and Priyanti (2020) explained that job satisfaction is a positive emotional state that arises after individuals evaluate various aspects of their work experience.

The work–life balance instrument used in this study was adapted from the *Work–Nonwork Interference and Enhancement Scale* developed by Fisher, Bulger, and Smith (2009), which has previously been utilized in research conducted at Universitas Islam Negeri Maulana Malik Ibrahim Malang. The scale comprises four dimensions: *Work Interference with Personal Life* (WIPL), *Personal Life Interference with Work* (PLIW), *Work Enhancement of Personal Life* (WEPL), and *Personal Life Enhancement of Work* (PLEW).

The job satisfaction instrument was adapted from the job satisfaction scale developed by Siregar (2018), which measures job satisfaction across five dimensions: the work itself, compensation (salary), promotion opportunities, supervision, and relationships with coworkers. The instrument consists of both favorable and unfavorable items measured using a five-point Likert scale.

The items included in both instruments were adapted by modifying the language and contextual expressions to suit the characteristics of the respondents while preserving the original meaning of each construct. Both instruments consisted of favorable and unfavorable statements measured on a five-point Likert scale to assess respondents' levels of agreement. Since the instruments were adapted from previously validated scales that had been employed in earlier studies, this study did not conduct additional item validity and reliability testing..

RESULTS AND DISCUSSION

This study involved a total of 60 Generation Z employees as respondents. Based on the descriptive statistical analysis, an overview of the respondents' levels of work–life balance and job satisfaction was obtained. The work–life balance variable had a mean score of 64.77 with a standard deviation of 6.78. Meanwhile, the job satisfaction variable had a mean score of 118.80 with a standard deviation of 16.67. These findings indicate that, overall, the respondents demonstrated moderate to high levels of both work–life balance and job satisfaction.

Normality Test

A normality test was conducted to determine whether the data followed a normal distribution. The decision criterion was based on the significance value, where a significance level greater than 0.05 indicated that the data were normally distributed, whereas a significance level below 0.05 indicated that the data were not normally distributed. Because the sample size exceeded 50 respondents, the normality assumption was assessed using the Kolmogorov–Smirnov test.

Table 1. Tests of Normality

	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
X	.109	60	.073
Y	.095	60	.200*

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the results presented above, the work–life balance variable yielded a significance value of 0.073, which is greater than the threshold of 0.05. Similarly, the job satisfaction variable produced a significance value of 0.200, which also exceeds 0.05. These findings indicate that both variables satisfy the assumption of normality, suggesting that the data are normally distributed.

The linearity test was conducted to determine whether a linear relationship existed between the independent variable (X) and the dependent variable (Y). The decision criterion was based on the Deviation from Linearity significance value. A significance value greater than 0.05 indicates that the relationship between variables X and Y is linear, whereas a significance value less than 0.05 indicates that the relationship is not linear.

Table 2. ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y	Between Groups	(Combined)	9418.177	17	554.010	3.340	.001
		Linearity	4882.078	1	4882.078	29.429	.000
		Deviation from Linearity	4536.099	16	283.506	1.709	.083

Within Groups	6967.423	42	165.891
Total	16385.600	59	

Based on the results presented above, the Deviation from Linearity significance value was 0.083, which exceeds the threshold of 0.05. Therefore, it can be concluded that a linear relationship exists between work–life balance and job satisfaction. Accordingly, the assumption of linearity was satisfied, indicating that the data were suitable for subsequent correlation analysis.

The correlation test was conducted to determine whether a significant relationship exists between the variables. The decision criterion was based on the significance value (p-value). A significance value of less than 0.05 indicates a statistically significant relationship between the variables, whereas a significance value greater than 0.05 indicates that no statistically significant relationship exists.

Table 3. Correlations

		X	Y
X	Pearson	1	.546**
	Correlation		
	Sig. (2-tailed)		.000
	N	60	60
Y	Pearson	.546**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the results presented above, the significance value was 0.000, which is below the threshold of 0.05. This finding indicates that a statistically significant relationship exists between work–life balance and job satisfaction. Furthermore, the correlation coefficient was positive, suggesting that improvements in work–life balance are associated with higher levels of job satisfaction among employees.

The Pearson correlation coefficient was 0.546, indicating a positive correlation of moderate strength between the two variables. Therefore, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_1) was accepted, confirming that a significant positive relationship exists between work–life balance and job satisfaction among Generation Z employees.

The findings of this study indicate a positive and statistically significant relationship between work–life balance and job satisfaction among Generation Z employees. This suggests that the better employees are able to maintain a balance between work demands and their personal lives, the higher their level of job satisfaction. The Pearson correlation coefficient of 0.546 indicates a moderate positive relationship, suggesting that work–life balance plays a meaningful role in shaping job satisfaction, although it is not the sole determinant.

From a theoretical perspective, work–life balance refers to an individual's ability to effectively manage the demands of work and personal life. Fisher, Bulger, and Smith (2009) argued that the relationship between work and non-work domains is not limited to interference or conflict but also involves enhancement, whereby experiences in one domain positively influence the other. Individuals who are able to minimize work-related interference with their

personal lives while experiencing positive spillover from work to their personal lives are more likely to achieve an optimal balance between these roles (Fisher, Bulger, & Smith, 2009).

The findings of the present study are consistent with previous research demonstrating a positive relationship between work–life balance and job satisfaction. Wibowo and Ahmadi (2024) reported that employees who maintain a healthy balance between their professional and personal lives tend to experience higher levels of job satisfaction because their physical and psychological well-being is better preserved. Similarly, Pratama and Setiadi (2021) found that work–life balance contributes to increased job satisfaction and enhances employee loyalty toward the organization.

Furthermore, job satisfaction is understood as an individual's overall positive evaluation of their job, resulting from an assessment of various aspects of the work experience (Rahmadhani & Priyanti, 2020). Among Generation Z employees, job satisfaction is generally influenced not only by financial compensation but also by work flexibility, a supportive work environment, and psychological well-being. These findings suggest that job satisfaction among Generation Z is multidimensional and is influenced by the overall balance between employees' professional and personal lives.

Nevertheless, previous studies have suggested that the relationship between work–life balance and job satisfaction may also be influenced by other factors, such as job stress, burnout, and perceived organizational support. Wanassiri and Aryanto (2025) argued that the positive effect of work–life balance on job satisfaction becomes stronger when organizations implement flexible work policies and foster a supportive work environment. Therefore, although work–life balance demonstrates a significant relationship with job satisfaction, other contextual factors should also be taken into consideration.

Overall, the findings of this study reinforce previous evidence that work–life balance is an important factor associated with job satisfaction. Organizations that implement policies promoting a healthy balance between employees' work and personal lives are more likely to enhance job satisfaction, particularly among Generation Z employees.

CONCLUSION

Based on the findings of this study, it can be concluded that work–life balance is an important factor positively associated with job satisfaction, particularly among Generation Z employees. Achieving a balance between work responsibilities and personal life serves not only as a means of managing time effectively but also contributes to psychological well-being, emotional stability, and stronger organizational commitment. The findings indicate that employees who experience a higher level of work–life balance are more likely to report greater job satisfaction.

Furthermore, this study contributes to the field of industrial and organizational psychology by enhancing the understanding of Generation Z's work-related experiences within today's workplace. The findings suggest that work–life balance should not be regarded merely as an additional organizational policy but rather as a fundamental component of strategic human resource management. Implementing policies that support work–life balance can promote organizational sustainability while improving employee retention, particularly among Generation Z employees.

Therefore, the implications of this study extend beyond theoretical contributions and offer practical value for organizations. By developing more flexible and employee-centered work systems, organizations can foster higher levels of job satisfaction, improve employee well-being, and enhance overall organizational productivity.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are proposed:

1. Future research is encouraged to incorporate additional mediating or moderating variables to provide a more comprehensive understanding of the relationship between work–life balance and job satisfaction. Furthermore, this relationship should be examined across diverse organizational contexts to enhance the generalizability of the findings.
2. Future studies are also recommended to conduct a more comprehensive and in-depth review of the literature by including both national and international scholarly publications. In addition, researchers are encouraged to consider other relevant variables that may influence job satisfaction in order to obtain broader and more comprehensive findings.

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