

THE INFLUENCE OF WORK LIFE BALANCE AND WORK ENVIRONMENT ON THE PERFORMANCE OF GENERATION Z EMPLOYEES (STUDY ON STUDENTS OF THE MANAGEMENT STUDY PROGRAM AT MUHAMMADIYAH TANGERANG UNIVERSITY, CLASS OF 2021)

PENGARUH WORK LIFE BALANCE DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN GENERASI Z (STUDI PADA MAHASISWA PROGRAM STUDI MANAJEMEN UNIVERSITAS MUHAMMADIYAH TANGERANG ANGKATAN 2021)

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ABSTRACT

This study aims to determine and explain the effect of Work Life Balance and Work Environment on Generation Z Employee Performance (Study on Management Study Program Students, University of Muhammadiyah Tangerang Class of 2021). This research uses a quantitative approach with a type of survey method. The sample determination in this study used a saturated sample technique, which is a sampling technique when all members of the population are used as samples. The sample in this study were 111 respondents. The data obtained were analyzed using PLS (Partial Least Square) technique through Smartpls 4.0 software. The results of this study indicate that work life balance variables have a significant effect on employee performance, work environment variables have a significant effect on employee performance. The results of the analysis in this study indicate that the work life balance and work environment variables simultaneously have a significant effect on employee performance.

Keywords: Work Life Balance, Work Environment, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh Work Life Balance dan Lingkungan Kerja terhadap Kinerja Karyawan Generasi Z (Studi pada Mahasiswa Program Studi Manajemen Universitas Muhammadiyah Tangerang Angkatan 2021). Penelitian ini menggunakan pendekatan kuantitatif dengan jenis metode survei. Penentuan sampel dalam penelitian ini menggunakan teknik sampel jenuh, yaitu teknik pengambilan sampel ketika seluruh anggota populasi dijadikan sebagai sampel. Sampel dalam penelitian ini berjumlah 111 responden. Data yang diperoleh dianalisis menggunakan teknik PLS (Partial Least Square) melalui perangkat lunak SmartPLS 4.0. Hasil penelitian ini menunjukkan bahwa variabel work life balance berpengaruh signifikan terhadap kinerja karyawan, variabel lingkungan kerja juga berpengaruh signifikan terhadap kinerja karyawan. Hasil analisis dalam penelitian ini menunjukkan bahwa variabel work life balance dan lingkungan kerja secara simultan berpengaruh signifikan terhadap kinerja karyawan.

Kata kunci: Work Life Balance, Lingkungan Kerja, Kinerja Karyawan

1. INTRODUCTION

In the era of globalization and rapid technological development, the dynamics of the world of work have undergone significant changes, so human resources are required to constantly be able to develop themselves proactively. Human resources need to be individuals who are thirsty for knowledge and willing to improve their competence through continuous learning. Thus, they can maximize their potential and make optimal contributions to the organization. As mentioned earlier, the main aspect

of resources is their contribution to the organization, while the main aspect of people is how they perceive their contribution, which will ultimately determine their value and life potential.

Human resource management is one of the efforts made to organize and manage human resources within an organization. Without human resource management, it will be difficult to grow as an individual in achieving the best performance results (Mulyani & Santosa, 2024). Human resources have an important role in carrying out the activities of an organization or company, therefore superior human resources are needed in order to compete. These superior human resources will certainly affect performance as an employee (Irmayani, 2021:1).

Employee performance is the output achieved both in quantity and quality of each employee in carrying out their duties in accordance with the job description attached as their responsibility. Performance can be interpreted as the end result of individual efforts to complete a series of certain activities within a certain period of time and in line with the capabilities set (Pratama, 2020). The performance of each individual can be measured from the work that has been achieved and contributes to his work and the company.

Many students choose to study while working, this is a phenomenon that occurs in the current generation. because this is an attractive choice for the younger generation, especially generation Z students. Along with the increasing financial needs for living expenses and education. Many students feel the need to work part-time or full-time to fulfill their financial needs. This contributes to the phenomenon of student employees. In addition, this is also supported by research showing that the dual role of students, namely working while studying, has occurred a lot (Mardelina and Muhson in Nasution., 2024). Generation Z, who are currently entering the world of work and higher education, face great challenges in balancing their personal lives and work or studies. Studying while working certainly provides additional experience and skills for students, but also provides its own challenges, especially in terms of time management and stress. Working students have to juggle between classes, work, assignments, and social activities, which can affect their focus, productivity, and quality of work both on campus and at work. On the one hand, many Gen Z employees have to deal with increasing work pressure, while on the other hand, Gen Z students are faced with equally heavy academic demands. This generation was born between 1997 and 2012 (Shelemo, 2023). Generation Z tends to prefer a work environment that is comfortable, supportive, flexible, and attentive to the needs of employees, including students, which will make it easier for students to carry out their dual roles (Rachmawati, 2019).

According to Moorhead and Griffin in Pranesti et al., (2024) work life balance is a person's ability to balance the demands of work with personal and family life. Work life balance is one of the important factors that influence employee performance. To achieve work and personal life balance, it is also necessary for the role of the organization to assist employees in achieving this. According to news media written by (tribunnews.com, 2023). Work Life Balance is the top priority of 43% of Indonesian respondents when choosing a job (Aulia, 2023). Another factor that affects performance is the work environment. A suitable and supportive work environment will improve employee performance (Nadapdap & Harahap, 2023). the work environment needs to be made as healthy and comfortable as possible in order to have an influence on employee performance and increase productivity and satisfaction.

influence employee performance and increase productivity and satisfaction. A positive work environment can bring out positive energy (Dilano et al., 2023).

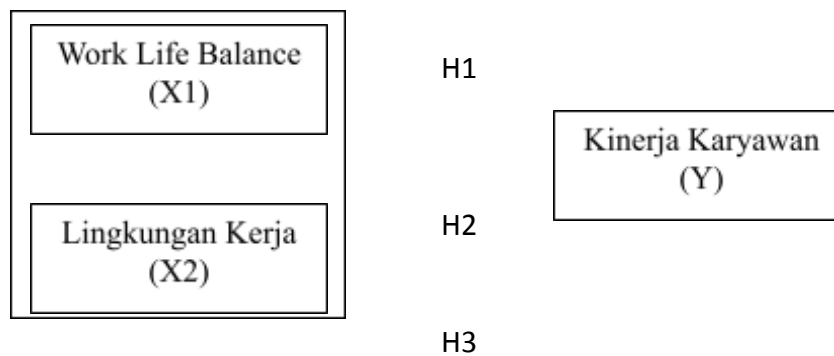
Workplace dynamics have changed significantly in the current era of globalization and sophisticated technological advancements. In this modern era, work-life balance and a conducive work environment have become important factors affecting employee performance, especially for young workers such as Generation Z. Generation Z, known for their idealistic characteristics and strong desire to grow, places a high value on flexibility in working hours, annual leave, and the ability to work from home. Several previous studies related to similar research explain that work life balance and work environment affect employee performance (Kembuan et al., 2021). And Nadapdap, (2023) stated that work life balance and work environment together affect employee performance.

The importance of work-life balance and a conducive work environment in improving employee performance is a relevant and significant research topic, especially in the context of Generation Z. This study aims to dig deeper into the influence of these two factors on the performance of generation Z employees. Some of the questions to be answered in this study include: 1) Does work-life balance affect the performance of generation Z employees? 2) Does the work environment affect the performance of generation Z employees? 3) Do work-life balance and work environment simultaneously affect the performance of generation Z employees? This research is focused on students of the Management Study Program of Universitas Muhammadiyah Tangerang class of 2021 who are already working or have work experience.

2. METHODS

This research uses quantitative research methods, quantitative research is research that uses numerical data (numbers) to test hypotheses or answer research questions (Sugiyono, 2022). the data sources used in this study are primary data and secondary data, primary data is collected through distributing questionnaires directly and through Google Forms to respondents in Indonesia.

Secondary data is obtained from books, journals, expert opinions, websites, and previous research relevant to the phenomenon under study, used as research references. The population in this study are Generation Z employees who are students in the management study program of Universitas Muhammadiyah Tangerang, Batch 2021. based on the questionnaires that have been distributed to find out the number of generation Z students who have worked, 174 respondents were collected with details, 111 students have worked and 64 students have not worked. therefore the population and the number of samples in this study were 111 people. the sampling technique in this study is saturated sample, because all members of the population are used as samples. the data analysis methods used in this study include descriptive statistical analysis, SEM PLS analysis, outer model, validity test, reliability test, inner model, and hypothesis testing. by using SmartPLS V4.0 software as a data processing tool.



Picture 1. Conceptual framework

3. RESULTS AND DISCUSSIONS

3.1. Validity and Reliability Measurement

Validity testing in research aims to ensure that the constructs measured in the model have a proper fit with the variables in question. In this study, validity testing was carried out by applying the construct validity method through convergent and discriminant analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). Convergent validity is tested by looking at the Average Variance Extracted (AVE) value, where an AVE value above 0.50 indicates adequate convergent validity (Hair et al., 2014). Meanwhile, discriminant validity is tested using the Fornell-Larcker criteria and cross-loading to ensure that the constructs in the model do not overlap with each other.

1. Convergent Validity

The purpose of convergent validity in Partial Least Squares (PLS) in structural equation modeling is to prove the validity of the relationship between indicators and their latent variables. The criteria are that the loading factor value must be more than 0.7 for confirmatory research and between 0.6–0.7 for exploratory research, and the average variance inflation factor (AVE) value must be greater than 0.5 (Ghozali & Latan, 2021).

2. Discriminant Validity

Discriminant validity is related to the principle that there should not be a high correlation between different construct measures. The cross-loading value is a way to evaluate discriminant validity with reflective indicators. If the AVE root for each construct is greater than the correlation between the construct and other constructs in the model, then the model has sufficient discriminant validity. This value for each variable must be greater than 0.70 (Ghozali & Latan, 2021).

In addition to validity testing, this study also conducted a reliability test to prove that the instrument measures the accuracy, consistency, and precision of the construct. Composite Reliability and Cronbach's Alpha are two methods for evaluating the reliability of reflective constructs. To assess the reliability of the construct, the Rule of Thumb states that the Composite Reliability value must be greater than 0.70 (Ghozali & Latan, 2021). In addition, to ensure measurement stability, the indicators used must show high reliability values so that the measurement results can be relied on.

Based on the analysis conducted, the results of the validity and reliability tests in this study can be seen in detail in the table below. The data in the table will illustrate to what extent the research instrument meets the required validity and reliability standards, making it suitable for further analysis.

Table 1.
Validity Test Results

Variabel	Indikator	<i>Loading Factor</i>	<i>Cut Value Loading factor</i>	Cut Value AVE	Hasil Uji
Work Life Balance	X1.1	0.817	0.70	0.5	Valid
	X1.2	0.807	0.70	0.5	Valid
	X1.3	0.851	0.70	0.5	Valid
	X1.4	0.730	0.70	0.5	Valid
	X1.5	0.828	0.70	0.5	Valid
	X1.6	0.822	0.70	0.5	Valid
	X1.7	0.830	0.70	0.5	Valid
	X1.8	0.860	0.70	0.5	Valid
	X1.9	0.710	0.70	0.5	Valid
	X1.10	0.828	0.70	0.5	Valid
Lingkungan Kerja	X2.1	0.816	0.70	0.5	Valid
	X2.2	0.787	0.70	0.5	Valid
	X2.3	0.837	0.70	0.5	Valid
	X2.4	0.783	0.70	0.5	Valid
	X2.5	0.785	0.70	0.5	Valid
	X2.6	0.791	0.70	0.5	Valid
	X2.7	0.720	0.70	0.5	Valid
	X2.8	0.709	0.70	0.5	Valid
	X2.9	0.787	0.70	0.5	Valid
	X2.10	0.784	0.70	0.5	Valid

Variabel	Indikator	<i>Loading Factor</i>	<i>Cut Value Loading Factor</i>	Cut Value AVE	Hasil Uji
Kinerja Karyawan	Y.1	0.744	0.70	0.5	Valid
	Y.2	0.762	0.70	0.5	Valid
	Y.3	0.813	0.70	0.5	Valid
	Y.4	0.766	0.70	0.5	Valid
	Y.5	0.763	0.70	0.5	Valid
	Y.6	0.829	0.70	0.5	Valid
	Y.7	0.876	0.70	0.5	Valid
	Y.8	0.875	0.70	0.5	Valid
	Y.9	0.875	0.70	0.5	Valid
	Y.10	0.812	0.70	0.5	Valid

As stated in the table above, the convergent validity test results show that all indicators for each variable have a value of more than 0.70. Thus, the data can be considered valid and suitable for use in further research.

The reliability test in this study aims to assess the extent to which the measuring instrument used in this study is reliable or trustworthy. The reliability test is to look at the composite reliability. Composite reliability tests the reliability value of indicators in a construct. The construct is declared reliable if the Composite reliability and Cronbach alpha values are 0.70.

Table 2.
Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Life Balance	0.941	0.945	0.950	0.656
Work Environment	0.928	0.930	0.940	0.610
Employee performance	0.943	0.946	0.951	0.661

Validity and Reliability Testing of PLS Analysis Results

Based on the analysis using Partial Least Squares (PLS), as presented in the table above, it can be observed that all indicators in this study meet the convergent validity requirements. This is demonstrated by the loading factor values for all indicators being greater than 0.70, as well as the Average Variance Extracted (AVE) values for each construct exceeding the minimum threshold of 0.50. Thus, it can be concluded that all indicators used in this study have good convergent validity.

More specifically, the validity of each construct is indicated by the AVE and loading factor values as follows:

1. Work Life Balance

- 1) Has an AVE value of 0.656, which significantly exceeds the minimum AVE threshold of 0.50.
- 2) The loading factor value for each indicator is greater than 0.70, which indicates that each indicator contributes strongly to the intended construct.
- 3) Therefore, all indicators within the work life balance construct are considered valid.

2. Work Environment

- 1) Has an AVE value of 0.610, which is also significantly higher than the 0.50 AVE threshold.
- 2) The loading factor values for each indicator exceed 0.70, suggesting that all indicators strongly contribute to the intended construct.
- 3) Consequently, work environment construct is deemed valid based on convergent validity criteria.

3. Employee Performance

- 1) Has an AVE value of 0.661, which is higher than the minimum 0.50 AVE threshold.
- 2) The loading factor values for each indicator are also greater than 0.70, confirming that these indicators have a strong relationship with construction.
- 3) Thus, the employee performance construct is considered valid based on the convergent validity test.

Additionally, a reliability test was conducted to ensure the consistency of the measurement results, using Composite Reliability and Cronbach's Alpha values. The results from Table 3 show that:

The Composite Reliability values for all constructs exceed **0.70**, indicating that the indicators within each construct have a high level of internal consistency. The Cronbach's Alpha values for each construct are also greater than **0.70**, suggesting that the questionnaire used has good reliability. Based on these validity and reliability tests, it can be concluded that all constructs in this study meet the standards for convergent validity and demonstrate high reliability. Therefore, the questionnaire used can be considered reliable and consistent, making it suitable for further analysis in this study.

Inner Model

The results of the Inner Model measurements can be seen in the Determination Coefficient (R Square) and Hypothesis Test below:

1. Determination Coefficient (R Square)

The coefficient of determination or R-square is used to measure how much the ability of the independent variable is in explaining the dependent variable. Ghazali & Latan (2021) state that the R-Square values of 0.75, 0.50, and 0.25 identify strong, moderate, and weak models, respectively (Hamid & Anwar, 2019).

Tabel 3.
Nilai R Square dan R Square Adjusted

Variabel	R Square	Adjusted R Square
Kinerja Karyawan	0.576	0.568

Based on the results of the coefficient of determination test above, the R² (R Square) value of the regression model is used to determine how much the ability of the independent variable (independent) to explain the dependent variable (dependent). In table 4.11 based on the results of the analysis, the R-Square value of the performance variable is 0.576, this shows that 57.6% of employee performance can be explained by the two independent variables, namely work life balance and work environment. While the remaining 42.4% is influenced by other variables outside this study. With the results of this value, the R Square value in this study is in the moderate category.

2. Hypothesis Testing

Hypothesis testing in this study was conducted by comparing the t-table value with the t-count value. The comparison between t-count and t-table aims to determine whether there is a significant influence between the independent and dependent variables in this study.

The t-count value was obtained through the bootstrapping method, which was performed using SmartPLS software. This bootstrapping technique is used to address potential issues in the study, particularly related to the non-normality of data distribution. By applying bootstrapping, parameter estimation becomes more accurate and can be used to test hypotheses more reliably.

For the hypothesis testing stage, it refers to three stages, namely the path coefficient (original sample), t-statistic, and p-value. The following are the details of the provisions of each stage:

In the path coefficient value (original sample) the results that have a +1 sign represent a strong influence between variables, and vice versa if the path coefficient value results have a - sign representing a value that does not have a strong effect between variables.

A latent variable is declared to have an effect on other latent variables if the t-statistic value is > 1.98 . Meanwhile, the t-statistic value < 1.98 means that the latent variables tested cannot be said to have an effect.

At a p-value that is less than 0.05, it is stated that one variable can affect another variable. Whereas a p-value greater than 0.05 states that one variable has no effect on the other.

Additionally, hypothesis testing was also conducted by analyzing the output path analysis generated by SmartPLS software. This path analysis output illustrates the relationship between independent and dependent variables and provides an overview of the direction and strength of the influence between variables in this study.

By using this method, the results of hypothesis testing can serve as a basis for decision-making regarding the validity of relationships between the studied variables, ensuring more accurate conclusions that align with the research objectives.

Table 4. Results of Hypothesis Test

Construction	Original sample (O)	T statistics	P values	
Work Life Balance -> Employee Performance	0.399	4.187	0.000	H1 accepted
Work Environment -> Employee Performance	0.426	4.199	0.000	H2 accepted
Work Life Balance -> Work Environment -> Employee Performance	0.295	3.635	0.000	H3 accepted

Source: Processing with SmartPLS, 2025

4. DISCUSSIONS

4.1. Work Life Balance has an effect on Employee Performance

Based on hypothesis testing, it can be seen that Work Life Balance has a positive and significant effect on Employee Performance. These positive results are indicated by the original sample value of 0.399, with t-statistics of 4.187, which is greater than 1.98. In addition, the p-value is 0.000, which is smaller than 0.05, so it can be concluded that H1 is accepted.

The results of this study are in line with the results of previous research conducted by Dilano (2023), Mulyani & Santosa (2024) and Nasution (2024), which state that work life balance has an influence on employee performance.

4.2. Work Environment has an effect on Employee Performance

Based on hypothesis testing, it can be seen that the Work Environment has a positive and significant effect on Employee Performance. The positive result is indicated by the original sample value of 0.426, with t-statistics of 4.199, which is greater than 1.98. In addition, the p-value is 0.000, which is smaller than 0.05, so it can be concluded that H2 is accepted.

The results of this study are in line with previous research conducted by Kembuan (2021), Safitri (2022) and Sihombing (2023), which state that the work environment has an influence on employee performance.

4.3. Work Life Balance and Work Environment has an effect on Employee Performance

Based on hypothesis testing, it can be seen that Work Life Balance and Work Environment have a positive and significant effect on Employee Performance. These positive results are indicated by the original sample value of 0.295, with t-statistics of 3.635, which is greater than 1.98. In addition, the p-value is 0.000, which is smaller than 0.05, so it can be concluded that H3 is accepted.

as well as in academic activities.

The results of this study are in line with previous research conducted by Nadapdap & Harahap, (2023) and Rosalina and Kembuan, (2021) which state the results that work life balance jointly or simultaneously affects employee performance. This shows that Work Life Balance and Work Environment have a strong enough relationship and can be utilized properly to significantly improve Employee Performance.

5. CONCLUSIONS

This study examines the effect of work-life balance and work environment on the performance of Generation Z employees (Study on management study program students at Universitas Muhammadiyah Tangerang, Class of 2021). Based on the results of research that has been conducted by researchers, it can be concluded that work life balance and work environment have a positive and significant influence on the performance of generation Z employees. Work life balance partially has a positive and significant effect on employee performance. The work environment partially has a positive and significant effect on employee performance. Work life balance and work environment simultaneously have a positive and significant effect on employee performance.

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