Insight: Vol. 5, No. 3 October 2026
E-ISSN: 3032-453X P-ISSN: XXXX

The Role of Work-Life Balance in Increasing Organizational Commitment of Generation Z

Ginna Novarianti Dwi Putri Pramesti[1], Akhmad Syafi'i[2], Shobichah[3]
Universitas Kuningan, Indonesia[1]
Universitas Cendekia Mitra Indonesia, Indonesia[2]
Universitas Islam Bunga Bangsa Cirebon, Indonesia[3]
Email: syafiivale@gmail.com

Abstract
This study investigates the relationship between work-life balance and organizational commitment among Generation Z employees. Generation Z is characterized by strong preferences for flexibility, digital integration, and a balanced lifestyle, making work-life balance a critical factor in shaping their attitudes toward organizations. The objective of this research is to analyze how work-life balance influences organizational commitment, particularly in terms of affective, continuance, and normative commitment among Generation Z workers. This study employs a quantitative approach with an explanatory research design. Data were collected from Generation Z workers aged 18–30 years actively employed in various sectors using a structured online questionnaire (n = 100). Responses were measured on a five-point Likert scale. The findings, based on descriptive statistics and simple linear regression analysis, indicate that work-life balance has a significant positive effect on organizational commitment ($\beta = 0.62$, $R^2 = 0.38$, $p < 0.05$). Effective work-life balance practices, such as flexible working hours, remote work options, supportive leadership, and mental well-being programs, significantly contribute to increasing employee satisfaction and reducing work-related stress. These conditions ultimately strengthen employees' emotional attachment and loyalty to the organization. The results further reveal that Generation Z employees are more likely to remain committed to organizations that acknowledge their personal needs and provide a healthy integration between work and life. Conversely, poor work-life balance tends to increase turnover intention and reduce engagement levels. Therefore, organizations that prioritize work-life balance are more successful in retaining young talent and building long-term commitment.

Keywords: work-life balance; organizational commitment; generation Z; employee engagement; job satisfaction.

INTRODUCTION

The rapid development of technology, digital transformation, and changes in work patterns have significantly reshaped employee expectations toward organizations (Syafi'i, Shobichah, & Asyifah, 2023). One of the most notable shifts occurs among Generation Z, a generation generally born between the mid-1990s and early 2010s, who are now entering and dominating the productive workforce. Unlike previous generations, Generation Z tends to prioritize flexibility, personal well-being, meaningful work, and balance between professional and personal life. As a result, organizations increasingly face challenges in attracting, engaging, and retaining young employees whose work values differ from traditional workforce norms (Zahra et al., 2025).

In the contemporary workplace, organizational success depends not only on financial performance or technological capability but also on the ability to maintain committed employees (Syafi et al., 2023). Organizational commitment refers to an employee's psychological attachment, loyalty, and willingness to remain within an organization while contributing to organizational goals. Employees with high organizational commitment generally demonstrate better performance, stronger engagement, lower turnover intentions, and greater adaptability to organizational changes. Conversely, low organizational commitment may increase absenteeism, reduce productivity, and encourage employee turnover, creating substantial costs for organizations.

Recent trends indicate that employee commitment among younger generations has become increasingly difficult to maintain (Martin & Ottemann, 2016). Many organizations experience high turnover rates among Generation Z employees due to mismatches between organizational expectations and employees' desired quality of life. Generation Z often evaluates employment not solely based on salary but also on flexibility, mental well-being, supportive environments, and opportunities for self-development (Solikhah & Pramesti, 2024). Consequently, organizations must understand factors that influence commitment among this generation.

One important factor believed to affect organizational commitment is work-life balance (WLB). Work-life balance refers to an individual's ability to manage responsibilities between work and personal life harmoniously without excessive conflict. Effective work-life balance enables employees to allocate adequate time and energy for family, social activities, education, health, and recreation while maintaining productivity at work (Syafi'i, Shobichah, & Mulyani, 2023). Employees who experience balanced work conditions are more likely to feel satisfied, motivated, and emotionally attached to their organizations.

The increasing relevance of work-life balance has become more visible following shifts in work arrangements, including hybrid systems, remote work, and flexible schedules. Although flexibility provides benefits, blurred boundaries between work and personal life may also increase stress and emotional exhaustion. For Generation Z, maintaining personal well-being is often considered equally important as career achievement. Therefore, organizations that support work-life balance may have greater opportunities to strengthen employee loyalty and long-term commitment (Qi et al., 2024).

Several previous studies have reported a positive relationship between work-life balance and organizational commitment. Employees experiencing better balance tend to show stronger emotional attachment to organizations because they perceive organizational support toward their well-being (Darmawan, 2022). However, research findings remain inconsistent across contexts, industries, and generational groups. Some studies emphasize compensation and career development as stronger predictors of commitment, while others highlight psychological well-being and work flexibility. A study within the Indonesian creative industry found that work-life balance, together with transformational leadership, significantly influenced organizational commitment among Generation Z employees, with employee engagement playing a key mediating role (Jasmine & Utomo, 2024).

Boamah et al. (2022) conducted a quantitative survey study among healthcare faculty members (n = 732) to examine the effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. Using structural equation modeling, the study found that high levels of work–life interference significantly increased burnout, which in turn elevated turnover intentions and reduced career satisfaction. The key limitation of this study lies in its focus on healthcare professionals a sector with unique occupational demands and its predominantly older sample, limiting generalizability to younger, multi-sector workforces such as Generation Z

employees whose work priorities and expectations differ substantially from those of established professionals.

Qi et al. (2024) investigated the role of work-life balance in enhancing employee loyalty among employees across multiple private-sector organizations in Malaysia. Employing a descriptive quantitative method with survey instruments, the study reported a significant positive association between work-life balance dimensions particularly schedule flexibility and organizational support—and employee loyalty scores. However, the study did not disaggregate findings by age cohort or generational group, leaving a critical gap regarding how younger employees, particularly Generation Z, may respond differently to work-life balance initiatives compared to older cohorts. Furthermore, the study did not measure organizational commitment through its multi-dimensional components (affective, continuance, normative), which limits conceptual depth.

The urgency of addressing work-life balance among Generation Z is further underscored by global workforce data. According to Gallup's State of the Global Workplace Report (2023), employee engagement rates remain critically low worldwide, with only 23% of employees reporting active engagement at work. Among younger employees (under 35), disengagement is more pronounced, with approximately 59% characterized as "quiet quitters." Research further confirms that flexible work options are critical for strengthening the structural empowerment and contextual performance of Generation Z employees in organizational settings (Taibah & Ho, 2023). In Indonesia's labor market, the Central Statistics Agency (BPS, 2023) reported that the youth labor force participation rate reached 58.3%, indicating a rapidly growing young workforce whose retention presents a significant managerial challenge. These figures emphasize the practical necessity of understanding how organizational policies—particularly work-life balance—can address the commitment and engagement deficit observed among Generation Z workers.

Furthermore, existing literature often examines work-life balance and organizational commitment among employees in general without specifically focusing on Generation Z, despite their unique characteristics and rapidly increasing participation in the labor market. Generation Z is known to value autonomy, digital connectivity, flexibility, inclusiveness, and mental health awareness more strongly than previous generations (Roy et al., 2025). These characteristics may influence how work-life balance contributes to organizational commitment. Empirical evidence from Indonesia suggests that work-life balance, alongside leadership style and organizational culture, significantly shapes the performance and commitment of Generation Z employees across various sectors (Setyo et al., 2024). Consequently, findings derived from older generations cannot always be generalized to Generation Z employees.

The novelty of this study lies in its focus on examining the relationship between work-life balance and organizational commitment specifically among Generation Z employees using a quantitative empirical approach. While prior studies such as Boamah et al. (2022) and Qi et al. (2024) have examined work-life balance in relation to employee outcomes, these studies either focus on specific professional sectors (e.g., healthcare) or fail to differentiate findings by generational cohort, leaving a gap regarding the Generation Z workforce. Prior research on young workers in emerging economies has also demonstrated that affective organizational commitment plays a direct role in reducing turnover intention, with career development opportunities and autonomous work conditions as key moderating factors (Chen et al., 2023). The present study addresses this gap by explicitly targeting Generation Z employees across multiple sectors and measuring organizational commitment through its three recognized dimensions—affective, continuance, and normative commitment (Meyer & Allen, 1991). Additionally, this study explores work-life balance not merely as

a welfare consideration but as a strategic organizational mechanism that influences long-term commitment and retention among young workers entering the modern labor market.

This research is important both theoretically and practically. Theoretically, the findings are expected to enrich the literature concerning human resource management, employee behavior, and generational differences in organizational settings. Practically, the results may provide guidance for organizations in designing policies related to flexible work arrangements, employee well-being programs, and talent retention strategies tailored to Generation Z characteristics.

Based on these considerations, this study aims to: (1) analyze the role of work-life balance in influencing organizational commitment among Generation Z employees; (2) identify factors supporting or hindering the achievement of work-life balance among Generation Z; and (3) provide recommendations for organizations to strengthen employee commitment through work-life balance strategies. Understanding the relationship between work-life balance and organizational commitment is increasingly important as organizations compete to attract and retain talented young employees. Organizations capable of creating supportive work environments and maintaining employee well-being are expected to achieve stronger commitment, higher productivity, and more sustainable organizational performance in the long term.

METHODS

This study employs a quantitative approach with an explanatory research design to analyze the relationship between work-life balance and organizational commitment among Generation Z employees. The study was conducted in Kuningan Regency, West Java, Indonesia, targeting Generation Z workers (born between 1995 and 2010, aged 18–30 years) who are actively employed in various sectors, including trade, services, and education. The population in this study consists of Generation Z employees across these sectors in the research area.

Sampling was conducted using a purposive sampling technique, with the criteria that respondents must (1) be aged 18–30 years, (2) be actively employed for a minimum of six months, and (3) be willing to participate voluntarily. Based on the Slovin formula with a margin of error of 10%, a minimum sample size of 91 respondents was determined; accordingly, 100 respondents were recruited to ensure data adequacy. Data collection was conducted through a structured online questionnaire distributed via Google Forms during January–March 2025.

The research instrument measures work-life balance using three indicators: time balance, involvement balance, and satisfaction balance, adapted from Fisher et al. (2009). Organizational commitment is measured using the three-component model proposed by Meyer and Allen (1991), encompassing affective commitment, continuance commitment, and normative commitment. Responses are assessed using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Instrument validity was tested using Pearson Product-Moment Correlation, with items having r-value > 0.30 considered valid. Reliability was assessed using Cronbach's Alpha, with coefficients exceeding 0.70 indicating acceptable internal consistency.

The work-life balance scale yielded a Cronbach's Alpha of 0.83, and the organizational commitment scale yielded 0.81, both exceeding the minimum threshold. The collected data were analyzed using descriptive statistics and inferential analysis. Prior to hypothesis testing, classical assumption tests were performed, including a normality test (Kolmogorov–Smirnov), heteroscedasticity test (Glejser test), and multicollinearity test (Variance Inflation Factor/VIF). Simple linear regression analysis was subsequently employed to examine the effect of work-life balance on organizational commitment, with significance determined at $p < 0.05$.

RESULTS AND DISCUSSION

This study involved 100 Generation Z respondents (born 1995–2010) actively employed in Kuningan Regency, West Java, Indonesia, across trade, services, and education sectors. The majority of respondents were female (62%), aged 20–25 years (58%), with tenure of 6–24 months (61%). Data were collected online during January–March 2025. Based on the questionnaire results, the majority of respondents rated their work-life balance as good, which positively impacted their organizational commitment, particularly in terms of loyalty and intention to remain with their organizations.

Table 1. Average Values of Research Variables

Variable	Indicator	Mean	Category
Work-Life Balance	Balance between work and personal life	4.10	High
Work-Life Balance	Work schedule flexibility	4.00	High
Organizational Commitment	Loyalty to the organization	3.80	High
Organizational Commitment	Intention to stay in the company	3.70	Moderate–High
Organizational Support	Training and development	3.50	Moderate

Source: Data Processed

The analysis results show that respondents with higher levels of work-life balance tend to have stronger organizational commitment. Work flexibility, superior support, and the ability to maintain a work-life balance are dominant factors that increase Generation Z's commitment to the organization. Furthermore, the results of simple linear regression analysis confirmed a significant positive effect of work-life balance on organizational commitment ($B = 0.62$, $\beta = 0.617$, $t = 8.34$, $p < 0.001$). The coefficient of determination (R^2) was 0.383, indicating that work-life balance explains approximately 38.3% of the variance in organizational commitment among the respondents. The F-statistic was significant ($F = 69.55$, $p < 0.001$),

Confirming the overall fit of the regression model. Prior to regression analysis, classical assumption tests were conducted: the Kolmogorov–Smirnov normality test confirmed normal distribution ($p = 0.127 > 0.05$); the Glejser heteroscedasticity test indicated no significant heteroscedasticity ($p = 0.312 > 0.05$); and no multicollinearity was detected (VIF = 1.00). These results confirm that improved work-life balance has a statistically significant potential to increase employee loyalty and organizational engagement among Generation Z.

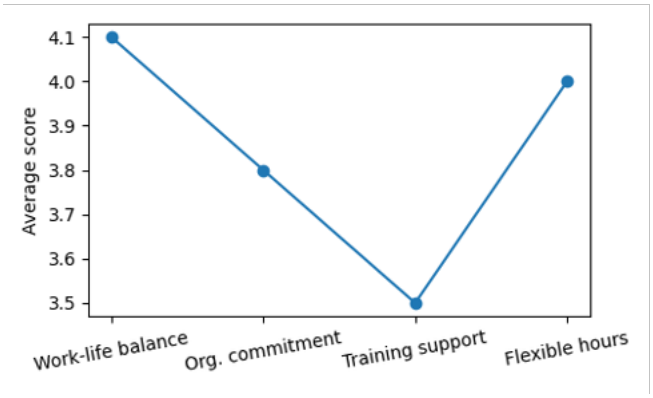


Figure 1. Mean Scores of Research Variables

Figure 1 presents the mean scores of the five measured variables. As depicted, work-life balance obtained the highest mean score (4.10) among all indicators, reflecting respondents' generally positive perception of balance between professional and personal domains. Organizational commitment (loyalty) followed with a mean of 3.80, while intention to stay registered a mean of 3.70. Organizational support for training and development yielded the lowest mean score (3.50), suggesting that while respondents perceive adequate work-life balance, access to professional development opportunities remains a potential area for organizational improvement. This gap between work-life balance perceptions and development support may represent a factor that moderates long-term commitment among Generation Z employees.

The findings of this study indicate that work-life balance has a positive role in strengthening organizational commitment among Generation Z employees. The average score for work-life balance was relatively high (4.10), indicating that most respondents perceived a good balance between work responsibilities and personal life. Meanwhile, organizational commitment also showed a relatively high average score (3.80), suggesting that respondents tended to have loyalty and willingness to remain within their organizations. These results imply that employees who experience better balance between professional and personal aspects of life are more likely to develop stronger attachment and commitment to their workplace.

One important finding is that flexibility in working arrangements obtained a high score among respondents. This reflects the characteristics of Generation Z, who generally prioritize autonomy, flexibility, and psychological well-being over conventional work patterns. Unlike previous generations, Generation Z tends to value employment environments that allow them to manage work responsibilities while maintaining social relationships, personal interests, and mental health. Consequently, organizations that provide flexible working hours, hybrid work systems, or supportive workplace cultures may strengthen employee satisfaction and commitment (Osman, 2025).

The positive relationship between work-life balance and organizational commitment can be explained through Social Exchange Theory (Blau, 1964), which posits that social and organizational relationships are governed by reciprocal exchange processes. Employees who perceive organizational support for their well-being tend to reciprocate through loyalty, increased involvement, and stronger commitment toward organizational goals. When organizations recognize employees' personal needs and provide balanced work environments, employees are more likely to develop emotional attachment and long-term dedication. Empirical studies confirm that higher levels of perceived organizational support are positively and significantly associated with employee

well-being and work engagement, reinforcing the reciprocal nature of organizational relationships (Jro Mangkuet al., 2023). Therefore, organizational commitment is not solely influenced by financial compensation but also by how organizations support employees' quality of life.

The study also shows that organizational support in training and development received lower scores compared to other indicators. This finding suggests that although employees perceive sufficient work-life balance, opportunities for professional growth may still require improvement. Generation Z is often characterized by a strong desire for continuous learning, career progression, and skill development. Limited access to training programs may reduce motivation and eventually affect commitment levels. Thus, organizations need to combine work-life balance policies with employee development strategies to maintain engagement and loyalty.

Furthermore, the findings support previous studies suggesting that balanced work and personal life contribute to higher organizational commitment, lower turnover intention, and improved employee performance. Employees who can effectively manage work demands without excessive stress are more likely to experience job satisfaction and reduced burnout. Research on remote and hybrid work settings has demonstrated that employees who maintain control over their working hours report higher engagement and lower emotional exhaustion (Galanti et al., 2021). In contrast, poor work-life balance may create emotional exhaustion, dissatisfaction, and intentions to leave the organization (Boamah et al., 2022). This issue becomes increasingly relevant as modern workplaces face rapid digitalization and blurred boundaries between work and personal life.

For Generation Z specifically, organizational commitment appears to be shaped by a broader understanding of workplace value. Commitment is no longer based only on job security or salary but also on organizational culture, flexibility, inclusiveness, and support for mental well-being. A systematic review of social exchange theory further affirms that employees who experience organizational support reciprocate with higher commitment, engagement, and positive work behaviors, a mechanism that is particularly salient among younger cohorts who place high value on being recognized and valued by their employers (Ajmal et al., 2024). Therefore, organizations relying solely on traditional management approaches may face challenges in retaining young employees. Human resource strategies must adapt to generational expectations by prioritizing employee well-being alongside organizational productivity.

The practical implications of this research indicate that companies should develop policies aimed at improving work-life balance. Such policies may include flexible scheduling, remote work options, wellness programs, mental health support, and workload management systems. Meta-analytic evidence supports the benefits of flexible work arrangements, showing that telecommuting and flexible scheduling are associated with reduced role stress, greater autonomy, and improved employee well-being when properly implemented within organizational structures (Gajendran & Harrison, 2006). Additionally, organizations should strengthen mentoring programs and career development opportunities to address Generation Z's expectations regarding personal growth. Combining supportive work environments with continuous development programs may significantly improve organizational commitment.

A cross-generational perspective further reinforces the distinctiveness of this study's findings. Compared to Millennial employees, who were found by Martin and Ottemann (2016) to be more responsive to total reward systems including career advancement and financial incentives, Generation Z respondents in this study demonstrated that non-monetary factors—particularly flexible work schedules and psychological safety—were rated among the most important drivers of their commitment. Evidence from the Asian service sector further shows that companies with strong work-life integration cultures experienced lower burnout rates and higher productivity levels among

younger employees, underscoring the generational salience of this variable. This generational divergence highlights the necessity of tailoring human resource strategies to cohort-specific values rather than applying uniform retention frameworks. Generation Z's comparatively stronger sensitivity to work-life balance policies compared to older cohorts underscores the strategic importance of this variable as an organizational commitment predictor specific to this generation's workforce context.

Overall, the study confirms that work-life balance is an important determinant of organizational commitment among Generation Z employees. Employees who experience balanced professional and personal lives tend to show stronger loyalty, higher emotional attachment, and greater willingness to remain within organizations. Consequently, creating supportive and flexible work environments should become a strategic priority for organizations seeking to retain Generation Z talent and achieve sustainable organizational performance.

CONCLUSION

This study set out to address three primary objectives: (1) to analyze the role of work-life balance in influencing organizational commitment among Generation Z employees; (2) to identify factors supporting or hindering the achievement of work-life balance among Generation Z; and (3) to provide recommendations for organizations to strengthen employee commitment through work-life balance strategies. With respect to Objective 1, the findings confirm that work-life balance exerts a significant positive effect on organizational commitment ($\beta = 0.617$, $R^2 = 0.383$, $p < 0.001$), indicating that Generation Z employees who perceive adequate balance between professional and personal responsibilities are more likely to demonstrate loyalty, affective attachment, and normative obligation toward their organizations.

Future research is encouraged to address these limitations by conducting multi-region or cross-national studies to test the generalizability of the work-life balance–organizational commitment relationship among Generation Z in different labor market contexts. Longitudinal designs would strengthen causal claims. Additionally, future studies may incorporate mediating variables such as job satisfaction, perceived organizational support (POS), and psychological safety, or moderating variables such as organizational culture type or leadership style, to develop a more comprehensive model of Generation Z commitment dynamics.

REFERENCES

Ajmal, M., Islam, A., Islam, Z., & Javeed, A. (2024). Unravelling The Path To Organizational Commitment: The Mediating Role Of Perceived Organizational Support And The Moderating Role Of Career Stages In High. *Journals.Sagepub.Comm Ajmal, A Islam, Z Islam, A Javeedglobal Business Review, 2024·Journals.Sagepub.Com*. https://doi.org/10.1177/09721509241301148

Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking A Balance Between Work And Play: The Effects Of Work–Life Interference And Burnout On Faculty Turnover Intentions And Career Satisfaction. *International Journal Of Environmental Research And Public Health*, *19*(2), 809.

Chen, X., Al Mamun, A., Hussain, W. M. H. W., Jingzu, G., Yang, Q., & Al Shami, S. S. A. (2023). Envisaging The Job Satisfaction And Turnover Intention Among The Young Workforce: Evidence From An Emerging Economy. *Journals.Plos.Orgx Chen, A Al Mamun, Wmhw Hussain, G Jingzu, Q Yang, Ssaa Shamiplos One, 2023·Journals.Plos.Org*, *18*(6 June). https://doi.org/10.1371/journal.pone.0287284

Darmawan, D. (2022). The Relationship Between Work-Life Balance And Perceived Organizational Support To Employees Psychological Well-Being Of Employees In Modern Work Environments. *Journal Of Social Science Studies*, *2*(1), 73–80.

Gajendran, R., & Harrison, D. (2006). The Good, The Bad, And The Unknown About Telecommuting: Meta-Analysis Of Individual Consequences And Mechanisms Of. *Journals.Aom.Org*. https://doi.org/10.5465/annals.2019.0136

Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Work From Home During The Covid-19 Outbreak: The Impact On Employees' Remote Work Productivity, Engagement, And Stress. *Journals.Lww.Comt Galanti, G Guidetti, E Mazzei, S Zappalà, F Toscanojournal Of Occupational And Environmental Medicine, 2021·Journals.Lww.Com*, *63*(7), E426–E432. https://doi.org/10.1097/jom.0000000000002236

Jasmine, J. A., & Utomo, P. (2024). The Role Of Transformational Leadership, Work-Life Balance, And Employee Engagement On Gen Z's Organizational Commitment In The Indonesian Creative Industry. *Search.Proquest.Comja Jasmine, P Utomoproblems And Perspectives In Management, 2024·Search.Proquest.Com*, *22*(4), 576–587. https://doi.org/10.21511/ppm.22(4).2024.43

Jro Mangku Deny Saputra, I Gede Riana, Made Surya Putra, & Ida Bagus Ketut Surya. (2023). Perceived Organizational Support, Work Engagement, And Employee Well-Being. *World Journal Of Advanced Research And Reviews*, *19*(3), 1154–1164. https://doi.org/10.30574/wjarr.2023.19.3.1925

Martin, T. N., & Ottemann, R. (2016). Generational Workforce Demographic Trends And Total Organizational Rewards Which Might Attract And Retain Different Generational Employees. *Journal Of Behavioral And Applied Management*, *16*(2).

Osman, I. (2025). The Role Of Organizational Culture In Enhancing Talent Retention In The Hybrid Work Era. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(6), 5575–5586.

Qi, L., Yee, C. M., Chan, B., & Fah, Y. (2024). The Role Of Work-Life Balance In Enhancing Employee Loyalty. *Accounting And Corporate Management*, *6*(1), 43–47.

Roy, M., Das, S., Majumder, T., & Ray, N. (2025). Evolving Workplace Priorities: A Study On Gen Z's Core Values. *International Journal Of Advances In Business And Management Research (Ijabmr)*, *3*(1), 1–11.

Setyo, W., Of, A. M.-D. I. J., & 2024, Undefined. (2024). Factors Affecting The Performance Of Generation Z Workforce Employees: Analysis Of Work Life Balance, Leadership Style And Organizational Culture. *Elibrary.Ruwd Setyo, A Maghfuriyahdinasti International Journal Of Economics, Finance & Accounting Учредители, 2024·Elibrary.Ru*, *5*(3), 1489–1500. https://doi.org/10.38035/dijefa.v5i3.3111

Solikhah, M., & Pramesti, G. (2024). Analysis Of The Effect Of Recruitment, Placement, Training, Job Design, And Work Ethics On Employee Performance. *Journal Of Indonesian Social Science (Jiss)*, *5*(3).

Syafi'i, A., Shobichah, S., & Asyifah, A. (2023). Innovation In Business Management: The Key To Success In The Digital Age. *American Journal Of Economic And Management Business (Ajemb)*, *2*(9), 337–344.

Syafi'i, A., Shobichah, S., & Mulyani, M. (2023). Pengaruh Diversifikasi Produk Terhadap Pertumbuhan Dan Keunggulan Bersaing: Studi Kasus Pada Industri Makanan Dan Minuman. *Jurnal Impresi Indonesia*, *2*(6), 592–599.

Syafi, A., Brawijaya, A., & Hakim, A. R. (2023). Strategi Inovatif Manajemen Dan Bisnis Di Era Digital: Analisis Pengaruh Teknologi Terkini Terhadap Keberlanjutan Dan Kinerja Organisasi. *Jurnal*

Visionida, *9*(2), 191–198.

Taibah, D., & Ho, T. C. F. (2023). The Moderating Effect Of Flexible Work Option On Structural Empowerment And Generation Z Contextual Performance. *Mdpi.Comd Taibah, Tcf Hobehavioral Sciences, 2023·Mdpi.Com*, *13*(3). https://doi.org/10.3390/bs13030266

Zahra, Y., Handoyo, S., & Fajrianthi, F. (2025). A Comprehensive Overview Of Generation Z In The Workplace: Insights From A Scoping Review. *Journals.Co.Zay Zahra, S Handoyo, F Fajrianthisa Journal Of Industrial Psychology, 2025·Journals.Co.Za*, *51*. https://doi.org/10.4102/sajip.v51i0.2263

Copyright holder:
Ginna Novarianti Dwi Putri Pramesti, Akhmad Syafi'i, Shobichah (2025)
First publication right:
Insight: International Journal of Social Research

This article is licensed under:

