



## The influence of work life balance and job stress on the performance of generation y and z employees at pt aerofood Indonesia Surabaya Unit

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### ABSTRACT

This study was conducted to analyze the relationship between work-life balance and work stress variables on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya. The data collection process was carried out using quantitative methods through the distribution of questionnaires and observations to 44 respondents selected using purposive sampling techniques with the help of the IBM SPSS Statistics application for Windows version 26. The results of the study indicate that the work-life balance variable has a positive and significant effect on employee performance with a t-value of 4.604 and a significance value of 0.000 < 0.05. Meanwhile, the work stress variable does not show a significant effect on employee performance with a t-value of 0.307 and a significance value of 0.760 > 0.05. However, simultaneously, the work-life balance and work stress variables simultaneously have a significant effect on employee performance with a calculated F-value of 11.796 and a significance value of 0.000 < 0.05. The results of this study are expected to help companies evaluate and create a more balanced work environment to improve employee productivity and performance quality.

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## 1. INTRODUCTION

With the rapid development of technology and the dynamics of the workplace in today's era of globalization, companies face significant challenges in managing their workforce adaptively and competitively. On the other hand, employees are also required to adapt to (Yolanda et al., 2022) with various ongoing changes in work systems (Situmorang et al., 2024). This is because human resources are a company asset because they play an important role in determining the success of organizational goals. (Muktamar et al., 2024) Encourage companies to pay more attention to factors that influence employee performance. (Yolanda et al., 2022) The employment situation in Indonesia is characterized by a high proportion of productive-age Generations Y and Z in the workforce. According to 2020 data from the Central Statistics Agency, Generation Z is the largest group, accounting for 27.94% of the 270.20 million population, while Generation

Y accounts for 25.87%. (Central Statistics Agency, 2020). Generation Y or also known as Generation Y, those born between 1981 and 1996 (Muktamar et al., 2024). Generation Y is considered to be more likely to expect career certainty and freedom in carrying out work activities and is more interested in flexible work. (Nuraeni & Nasution, 2021) Meanwhile, Generation Z was born between 1997 and 2012 and grew up in the digital era, enabling them to master technology and adapt quickly to innovation (Sunaryanto & Idrus, 2025) Generation Z prefers a pleasant working atmosphere where they can work anywhere and anytime, both in terms of space and time. (Wijoyo et al., 2023) Each generation has different characteristics and patterns, which is what differentiates it from other generations (Yosefina & Batubara, 2021).

Both generations have in common a great deal of attention to the balance between the demands of work life and personal life. (Itu & Hidayat, 2025). Generation Y values free time to fulfill personal needs and activities outside of work, while Generation Z wants work flexibility that allows them to balance the demands of work with non-work life (Rachmandini & Riyanto, 2020). Although Generation Y and Z are both in their productive age, they both have different ways of responding to work pressure. Generation Y tends to have quite a lot of work experience, starting from a higher emotional way, as well as the ability to adapt to better organizational demands. In contrast, Generation Z grew up in a dynamic digital era so they are more accustomed to technological changes, but tend to have high expectations for work flexibility and psychological well-being. These differences in characteristics cause the level of stress experienced by each generation to not always have the same impact on performance. Factors such as work experience, the ability to control stress (coping stress), work environment support and the use of technology have an impact on employee performance. This phenomenon occurred at PT Aerofood Indonesia Unit Surabaya, which has 44 employees from Generation Y and Z, consisting of 23 Generation Y employees and 21 Generation Z employees, a company engaged in the field of catering services for flights, which has a high operational pressure work rhythm. The company operates a five-day workweek with operating hours from 8:00 a.m. to 5:00 p.m. WIB. Furthermore, the company implements a rolling shift system, specifically for production employees, to ensure smooth operations and meet the needs of flight catering services. The company sets a maximum overtime limit of 18 hours per week for each employee. However, the high work demands have forced some employees to work additional hours beyond normal working hours to ensure all tasks can be completed optimally and on time. This situation has the potential to reduce the time employees have for rest, personal activities, and family interactions. If this condition persists, it can affect work-life balance and potentially cause work pressure or stress, which can ultimately impact employee performance (Sholihin et al., 2022).

Several previous studies have shown inconsistent results regarding the impact of Work Life Balance and work stress on employees. Research by (Isabella & Irene Wind, 2021) explains that Work Life Balance has a significant influence on the performance of employees from Generation X and Y, while a study conducted by (Anandita et al., 2025) found that work stress did not have a significant impact on employee performance. On the other hand, research conducted by (Nuraeni & Nasution, 2021) revealed that Work Life Balance and job stress simultaneously have a significant impact on the performance of Generation Z. The difference in the research findings indicates a research gap, especially in studies that examine Generation Y and Z simultaneously in the context of the airline industry which has high operational pressure. Therefore, this study is very necessary to clarify the relationship between Work Life Balance, job stress, and workforce performance in flight catering service providers.

The urgency of this research is expected to provide consideration to PT Aerofood Indonesia Unit Surabaya in designing more efficient human resource management policies, especially in creating a balance between work life and managing employee work stress to improve performance. (Rahmanita et al., 2025) The results of this study can be

used as a consideration for other service companies in designing workforce management strategies for two different generations, namely Y and Z, which are more adaptive and able to adapt to changes in the modern work environment. In addition, the failure to achieve a balance between work life and personal life for employees can have various consequences for the company. (Itu & Hidayat, 2025). This condition leads to decreased productivity, turnover intention, and a decline in the quality of service provided to customers. In a service company like PT Aerofood Indonesia Unit Surabaya, this impact can affect operational effectiveness and the achievement of company targets. Therefore, understanding the effect of work-life balance on employee performance is crucial as a basis for developing human resource policies oriented towards improving employee performance. This study aims to: (1) analyze the influence of Work Life Balance on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya, (2) analyze the influence of work stress on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya, (3) analyze the influence of Work Life Balance and work stress simultaneously on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya.

## 2. RESEARCH METHODS

In this research, a quantitative method was used with a survey approach according to (Sugiyono, 2021). The population in this study is the category of Generation Y born between (1981 - 1996) and Generation Z born between (1997 - 2012). The research sample was determined by purposive sampling technique in this type of research using descriptive analysis using descriptive statistics. Respondents in this study were employees of PT Aerofood Indonesia Unit Surabaya who worked in the aviation catering service industry with the characteristics of Generation Y and Z employees who had worked for more than one year in the company that demands punctuality, quality service, and the ability to work in dynamic operational conditions. Some employees also work with a shift system and face demands for work completion within certain deadlines, especially when there is an increase in flight schedules and demand for catering services. These conditions cause employees to face a relatively high workload, flexible working hours, and continuous operational demands. Therefore, the characteristics of the respondents' work are relevant aspects to consider in analyzing the Influence of Work Life Balance and Job Stress on the Performance of Generation Y and Generation Z Employees at PT Aerofood Indonesia Unit Surabaya.

Furthermore, the data was processed using the IBM SPSS Statistics for Windows version 26 program to determine whether there was an influence between Work Life Balance and Job Stress on Employee Performance variables with the objectives of this study itself.

### 2.1 Descriptive Analysis of Respondents

Table 1. Descriptive Analysis of Respondents

	N	Minimum	Maximum	Mean	Standard Deviation
Work Life Balance	44	17.00	30.00	23.1163	3.14877
Work Stress	44	20.00	40.00	27.8140	4.39835
Employee performance	44	26.00	50.00	39.7209	5.53485
Valid N (listwise)	44				

The descriptive analysis results show that Work Life Balance has an average of 23.12 (SD = 3.15), Job Stress 27.81 (SD = 4.40), and Employee Performance 39.72 (SD = 5.53). In general, all three variables are in the fairly good category with a relatively even distribution of data.

## 2.2 Respondent Characteristics

Table 2. Descriptive Subject Respondents by Gender

Gender	Number	Percentage
Male	32	72.73%
Female	12	27.27%
Total	44	100%

A total of 44 employees were involved. The respondents consisted of 32 male employees (72.73%) and 12 female employees (27.27%). These results indicate that the majority of respondents in this study were male.

Table 3. Descriptive Subject Data of Respondents by Age

Age	Number	Percentage
21 - 25	4	11.36 %
26 - 29	15	34.1 %
30 - 35	12	25.1 %
37 - 40	18	18.19%
41 - 44	5	11.25%
Total	44	100%

Based on the data presented in the table above, it can be seen that the number of respondents in this study was 44 people. Among them, there were 4 respondents aged 21-25 years (11.36%), the most respondents aged 26-29 years were 15 people (34.1%), then there were 12 respondents aged 30-35 years (25.1%), there were 8 respondents aged 37-40 years (18.19%), and there were 5 respondents aged 41-44 years (11.25%). It can be concluded that most of the respondents in this study were in the productive age range, which is included in the categories of Generation Y and Generation Z.

The research data was collected through a questionnaire using a five-point Likert scale, ranging from strongly disagree to strongly agree. The independent variables in this study were Work-Life Balance ( $X_1$ ) and job stress ( $X_2$ ), while the dependent variable was employee performance (Y). The Work-Life Balance variable was measured based on three indicators of balance of satisfaction, balance of time between work and personal life, work stress variables are measured based on work demands, role demands and organizational leadership, while employee performance variables include work quality, work quantity, punctuality, efficiency, and the ability to work independently. (Aryani & Widodo, 2020). Then analyzed using the IBM SPSS Statistics program version 26 through several stages, namely descriptive statistical analysis to describe the characteristics of the research data, validity test to measure the accuracy of the research instrument, reliability test to test the consistency of the instrument, classical assumption test which includes normality test, multicollinearity test, and heteroscedasticity test, as well as multiple linear regression analysis supported by the coefficient of determination test ( $R^2$ ), partial test (t test), and simultaneous test (F test) to determine the effect of Work Life Balance and work stress on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya.

### 3. RESULTS AND DISCUSSION

#### 3.1 Validity Test

Based on the results of the validity test that has been carried out on all statement items, it shows that the research has a calculated  $r$  value  $>$   $r$  table. Based on the opinion (Parlika et al., 2022) All of these indicators are declared valid so they can be used to measure research variables precisely and accurately.

Table 4. Validity Test Results

	X1	X2	Y	r table	Information
1	0.683	0.462	0.508	0.2973	Valid
2	0.727	0.533	0.634		Valid
3	0.408	0.529	0.670		Valid
4	0.614	0.711	0.488		Valid
5	0.665	0.611	0.629		Valid
6	0.590	0.450	0.692		Valid
7		0.418	0.693		Valid
8		0.671	0.741		Valid
9		0.620	0.743		Valid
10			0.626		Valid

Based on Table 1, it shows that all statement items in the variables Work Life Balance (X1), Work Stress (X2), and Employee Performance (Y) have a calculated  $r$  value  $>$   $r$  table of 0.2973. Therefore, it can be stated that all statement items are considered valid and can be used to measure research variables and are suitable for use in the next analysis stage.

#### 3.2 Reliability Test

Table 5. Reliability Test Results

Research Variables	Croubach Alpha	R table	Information
Work Life Balance (X1)	0.668	0.60	Reliable
WORK STRESS (X2)	0.688	0.60	Reliable
EMPLOYEE PERFORMANCE	0.869	0.60	Reliable

Based on the analysis, it can be seen that the reliability test results for the Work Life Balance variable (X1) have a value of 0.668, the Work Stress variable (X2) has a value of 0.688, and the Employee Performance variable (Y) is 0.869. All Cronbach's Alpha values are  $>$  0.60 from the minimum reliability limit. So it can be stated that all statement items in each variable show a high level of consistency. Based on the opinion (Sugiyono, 2021) If the Alpha Coefficient result is greater than the significance level of 0.60, then the questionnaire is reliable.

In this study, a normality test was conducted to see whether the data obtained from the questionnaire distribution results were normally distributed or not before further testing was carried out.

#### 3.3 Normality Test

Table 6 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		44
Normal	Mean	.0000000

Parameters <sub>a,b</sub>	Std. deviaton	4.35822042
Most Extreme Differences	Absolute	.127
	Positive	.096
	Negative	-.127
Test Statistics		.127
Asymp. Sig. (2-tailed) <sub>c</sub>		.075c

Based on the results of the Normality Test using the Kolmogorov-Smirnov method, it is known that the Asymp value of Sig.(2-tailed) is  $0.075 > 0.05$ . So it can be concluded that the normal residual data is greater than the normality assumption limit.

### 3.4 Multicollinearity Test

Table 7 Multicollinearity Test Results

No	Variables	Tolerance Value	VIF value	Information
1	<i>Work Life Balance</i> (X1)	0.933	1,071	Not occur Multicollinearity
2	Job Stress (X2)	0.933	1,071	Not occur Multicollinearity

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on table 8 test results Multicollinearity, the Tolerance Work Life Balance (X1) and Work Stress (X2) values were  $0.933 > 0.10$ , and the VIF value was  $1.071 < 10.00$ . Thus, it can be concluded that the regression model does not experience multicollinearity symptoms, thus fulfilling the regression assumptions. According to (Ghozali, 2021) The regression model is declared free from multicollinearity if the Tolerance value is  $< 0.10$  or equal to the VIF value  $> 10$ .

### 3.5 Heteroscedasticity

Table 8 Results of Heteroscedasticity Test

Model	Sig	Information
(constant)	0.139	No Heteroscedasticity Occurs
<i>Work Life Balance</i> (X1)	0.301	No Heteroscedasticity Occurs
Job Stress (X2)	0.594	Heteroscedasticity occurs

a. Dependent Variable: Abs\_Res

Based on the results of the heteroscedasticity test in Table 9, the significant value of the Work Life Balance (X1) variable is  $0.301 > 0.05$  and Work Stress (X2) is  $0.594 > 0.05$ . Therefore, it can be concluded that there are no symptoms of heteroscedasticity.

### 3.6 Coefficient and Determination Test (R<sup>2</sup>)

Table 9. T-Test Results

Table 10. Results of the Determination Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.604a	.365	.334	4,463

a. Predictors: (Constant), WORK STRESS (X2), WORK LIFE BALANCE (X1)

Based on the analysis results in the table above, the coefficient of determination value (0.334) was obtained. This shows that the independent variables Work Life Balance (X1) and Job Stress (X2) are able to explain the variation in the Performance of Generation Y and Z Employees at PT Aerofood Indonesia Unit Surabaya by 33.4%. While the remaining 66.6% is influenced by other variables such as work motivation, job satisfaction, work environment and leadership, career development, organizational culture and other factors that also influence the level of employee performance in the organization.

### 3.7 F Test Results

Table 10. F Test Results

Model	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	469,982	2	234,991		
Residual	816,746	41	19,921	11,796	.000b
Total	1286,727	43			

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

b. Predictors: (Constant), WORK STRESS (X2), WORK LIFE BALANCE (X1)

Based on the analysis of table 11 of the F test results, it is known that by calculating the F table  $df(n1) = 2$ ,  $df(n2) = 41$ , the calculated F value (11.796) is > from the f table 4.079 and sig (0.000) < 0.5. The results can be concluded that H0 is rejected and H3 is accepted, which means there is a positive and significant influence of variables X1 and X2 simultaneously on variable Y.

### 3.8 T-Test Results

Table 11. T-Test Results Table

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		t
	B	Std. Error	Beta	Sig.	
(Constant)	14,434	5,956		2,424	.020
Work Life Balance (X1)	1,037	.225	.593	4,604	.000
WORK STRESS (X2)	.050	.161	.040	.307	.760

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on the analysis of table 12 hypothesis test results. The calculated t value is  $4.604 > t$  table 2.018, which means that Work Life Balance (X1) has a positive and significant effect on Employee Performance (Y) Generation Y and Z at PT. Aerofood Unit Indonesia partially. The better the balance between work life and personal life, the higher the performance that can be achieved by Generation Y and Z employees. This is evidenced by a significant value of  $0.000 < 0.05$ . Meanwhile, the variable Work Stress (X2) obtained a calculated t value of  $0.307 > t$  table 2.018 with a significant value of  $0.760 >$

0.05, these results indicate that Work Stress (X2) does not have a significant effect on Employee Performance (Y) thus that the level of work stress experienced by employees does not necessarily affect the increase or decrease in employee performance directly so that H2 is rejected and H0 is accepted. The difference in these results can be obtained from differences in respondent perceptions. Work Life Balance has a stronger influence than work stress because the balance between work life and personal life is an aspect that is highly considered by Generation Y and Generation Z employees. These two generations tend to prioritize work flexibility, psychological well-being, self-development opportunities, and time for personal life and family. When these needs are met, employees can work with more focus, motivation, and productivity, thereby improving their performance. Meanwhile, work pressure felt by employees can still be managed well, which can support effective task completion. This shows that compared to the level of stress felt, the ability of employees to maintain a balance between work life and personal life has a greater role in determining the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya.

### 3.9 Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	14,434	5,956			2,424	.020
Work Life Balance (X1)	1,037	.225	.593		4,604	.000
WORK STRESS (X2)	.050	.161	.040		.307	.760

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)q

The results of the multiple linear regression test obtained the equation  $Y = 14.434 + 1.037X_1 + 0.050X_2$ . The constant value of 14.434 indicates that Employee Performance will be worth 14.434 when Work Life Balance and Job Stress are constant. The Work Life Balance coefficient of 1.037 indicates that every one unit increase in Work Life Balance will increase Employee Performance by 1.037 units. Meanwhile, the Job Stress coefficient of 0.050 indicates a positive relationship to Employee Performance, but the effect is not significant.

Based on the results of data processing and analysis carried out, the following is a discussion regarding the influence of Work Life Balance and Work Stress on Employee Performance at PT Aerofood Indonesia Surabaya Unit.

### 3.8 Discussion

Based on the results of the descriptive analysis, the Work Life Balance variable has an average value of 23.12 with a standard deviation of 3.15, which indicates that respondents generally have a good ability to maintain a balance between work and personal life, so that work demands can be managed effectively without neglecting their personal and social needs. This finding supports the research. (Rizqiyah Jamilatul, 2024) The study explains that employees who can balance the demands of work and their personal lives show higher levels of productivity. (Sambuaga & Wulantika, 2024) better work focus and performance quality compared to employees who experience an imbalance between the two aspects. The results of this study are in line with previous

research conducted by finding a negative influence of Work Life Balance on Employee Performance. Furthermore, the findings (Shinta Ramadhani et al., 2024) also explains that a good Work Life Balance supports a well-maintained balance between work life and personal life as well as the mental and physical health of employees. (Satwika & Rachman, 2024) said that Generation Z, which is known for its characteristics of having high expectations regarding work quality, is more sensitive regarding Work Life Balance imbalance. This condition is similar to research by (Rachmandini & Riyanto, 2020) Generation Y considers balance to be very important as a factor in maintaining comfort at work.

Meanwhile, the results of the descriptive analysis, the Work Stress variable obtained a value of 27.81 with a standard deviation of 4.40. This value indicates that the level of work stress experienced by respondents is still classified as a relatively controlled category that work stress does not significantly affect the performance of Generation Y and Z employees. The work culture implemented by PT Aerofood Indonesia Unit Surabaya also plays a role in the aviation catering service sector, the company demands punctuality, discipline, teamwork, and good coordination in every operational process. This structured work culture allows employees to continue to carry out their duties and responsibilities optimally despite facing work pressure. In addition, a clear division of tasks, coordination between departments, and support from colleagues and superiors can help employees manage the stress they experience so that it does not have a direct impact on decreased performance. On the other hand, a work culture that supports a balance between work and personal life can increase employee comfort at work, motivation, and productivity. Thus, the company's work culture can be a factor that strengthens the influence of work-life balance on performance while minimizing the negative impact of work stress on the performance of Generation Y and Generation Z employees.

However, work stress remains a factor that needs to be considered because it has the potential to affect the physical, emotional, and psychological conditions of employees. (Khotimah et al., 2024) This study strengthens the findings by explaining that work stress occurs due to conditions of tension that create physical imbalances that can lead to emotional and psychological problems. The results of this study are supported by research (Kurniawati et al., 2018) It has been proven that excessive work stress tends to have a negative impact on employee performance and the achievement of organizational goals. Furthermore, the findings (Liana & Wicaksono, 2024) defines that work stress does not affect employee performance because employees can adapt to the demands of the work they face. (Anandita et al., 2025) However, work stress does not affect employee performance. The results of this study are in line with research. (Anandita et al., 2025)

The descriptive analysis results show that the Employee Performance variable has an average value of 39.72 with a standard deviation of 5.53. This value indicates that respondents' performance is in the good category, with a relatively even distribution of data. This indicates that most employees are capable of carrying out their duties and responsibilities optimally.

#### 4 CONCLUSION

Based on the research results, it can be concluded that work-life balance has a positive and significant effect on the performance of Generation Y and Generation Z employees at PT Aerofood Indonesia Unit Surabaya. Conversely, work stress does not significantly affect employee performance. Simultaneously, Work-Life Balance and job stress significantly influence employee performance. These findings provide important implications for cross-generational human resource management. Companies need to implement policies that not only focus on achieving work targets but also pay attention to the balance between work and personal life of employees. Generation Y and Generation Z

tend to have high expectations for work flexibility, psychological well-being, career development opportunities, and a supportive work environment. Therefore, human resource management strategies need to be tailored to the characteristics of each generation in order to increase productivity and retain employees in the long term.

The coefficient of determination of 33.4% indicates that 66.6% of other factors influence employee performance beyond the variables studied. Therefore, further research is recommended to add variables that have the potential to influence employee performance, such as work motivation, job satisfaction, organizational culture, leadership style, compensation, employee engagement, work environment, organizational commitment, and career development. The addition of these variables is expected to improve the model's ability to explain and predict employee performance more comprehensively.

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