THE INFLUENCE OF WORK MOTIVATION AND WORK-LIFE BALANCE ON JOB SATISFACTION AMONG GENERATION Z EMPLOYEES IN DKI JAKARTA

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ABSTRACT

Generation Z has become a significant focus in the workforce, particularly in DKI Jakarta, which faces challenges with low job satisfaction among this group. This study aims to analyze the influence of work motivation and work-life balance on job satisfaction both partially and simultaneously. The research employed a quantitative method with a positivist approach, involving 165 respondents from Generation Z employees in DKI Jakarta. Data were collected using a questionnaire with a five-point Likert scale. The results show that work motivation (coefficient 0.486, p=0.000) and work-life balance (coefficient 0.464, p=0.000) significantly affect job satisfaction. These variables explain 40.2% of the variation in job satisfaction, with work flexibility and supportive workplace relationships as key factors. The study recommends strengthening motivation development programs and work-life balance policies to enhance employee balance and satisfaction among Generation Z. This study contributes new insights into how intrinsic and extrinsic factors jointly affect job satisfaction in a demographically distinct group. It recommends strengthening motivation development programs and implementing work-life balance policies to improve employee well-being and retention among Generation Z in urban settings.

KEYWORDS	work motivation, work-life balance, job satisfaction, Generation Z, DKI Jakarta

INTRODUCTION

The dynamic evolution of the global workforce has brought Generation Z to the forefront of organizational attention. This cohort, characterized by their digital fluency, flexibility preferences, and desire for work-life balance, is reshaping workplace expectations worldwide. A pressing global issue arises as organizations struggle to meet the unique needs of this generation, particularly in achieving job satisfaction—a key determinant of employee retention and productivity (Kalaway Kellen L. H. S. & Meliyasa F., 2022). In Indonesia, specifically in the densely populated area of DKI Jakarta, these challenges are magnified due to rapid urbanization, high workforce competition, and the increasing presence of Generation Z in the labor market (Bintoro, 2017).

Multiple factors contribute to the low job satisfaction experienced by Generation Z. Intrinsically, work motivation, which includes recognition, meaningful goals, and growth opportunities, plays a pivotal role (Robbins & Judge, 2016). Extrinsically, work-life balance (WLB), encompassing time flexibility, supervisor support, and workplace policies, directly impacts employees' psychological and physical well-being (Fahmi, 2019). Research shows that 69% of Generation Z employees desire flexibility in work arrangements, while 45% prefer not to be physically present at the office (Herlambang & Mulminingsih R., 2019). The gap between

their expectations and organizational practices often leads to dissatisfaction, negatively affecting both individual and organizational performance (Aqsa, 2023).

The repercussions of these factors are significant. Low job satisfaction has been linked to reduced productivity, higher turnover rates, and a decline in organizational commitment (Indrawati., 2015). Furthermore, dissatisfied employees are less likely to engage in collaborative work, thereby affecting team dynamics and overall workplace harmony. Conversely, organizations that address work motivation and WLB effectively see improvements in employee morale, creativity, and retention rates (Alianto & Anindita R., 2014). Thus, understanding and addressing these variables are crucial in creating a conducive work environment for Generation Z (Christiani & Ikasari P. N., 2020; Cintia & Gilang A., 2016; Elchdar, 2017).

Work motivation is a psychological driver that explains the effort, direction, and persistence employees exhibit in achieving organizational (Maharani Kinanti A. D. Yogiswara A. Syahpultri D. A. & Farisandy E. D., 2023; Mahardika Ingarianti T. & Zulfiana U., 2022). Generation Z, often characterized by a preference for financial incentives and opportunities for skill enhancement, views monetary compensation as the strongest motivator. Beyond financial incentives, this generation also values recognition and career progression—elements that directly influence their job satisfaction levels (Hustia, 2020).

On the other hand, work-life balance is defined as the equilibrium between professional responsibilities and personal life (Lukmiati Samsudin A. & Jhoansyah D., 2020). For Generation Z, achieving this balance is paramount, as they value both personal well-being and professional growth (Annur, 2022). Organizations failing to implement flexible work policies risk alienating these employees, leading to dissatisfaction and disengagement. Studies highlight that workplace environments promoting flexibility, fairness, and support are key in improving the satisfaction levels of Generation Z employees (Hasibulan, 2013).

The novelty of this research lies in its focus on the interplay between work motivation and WLB as dual factors influencing job satisfaction among Generation Z employees in DKI Jakarta (Jatmiko & Wahyuningtyas R., 2021). While previous studies have explored these variables independently, few have examined their combined effect in the context of a demographically unique group like Generation Z. Additionally, this research provides actionable insights into how organizations in urban, competitive labor markets can tailor strategies to meet the evolving needs of this workforce (Hair Sarstedt M. Hopkins L. & Kuppelwieser V. G., 2014; Hair Sarstedt M. Ringle C. M. & Gudergan S. P., 2018; Hartono & Hartomo D. D., 2016; Helndro, 2018).

The urgency of this research stems from the increasing prominence of Generation Z in Indonesia's workforce, particularly in Jakarta, a region experiencing demographic shifts and economic transformations. Organizations must adapt to the expectations of this technologically adept and socially conscious generation to sustain their competitive advantage (Blumberg Cooper D. & Schindler P., 2014). The findings of this study are anticipated to provide practical solutions for enhancing job satisfaction, thereby benefiting both employees and employers (Busro, 2018; S, 2023).

The primary objectives of this research are: (1) to analyze the influence of work motivation on the job satisfaction of Generation Z employees; (2) to evaluate the impact of

work-life balance on job satisfaction; and (3) to examine the simultaneous effect of these two variables on job satisfaction.

The research holds significant value for various stakeholders. For Generation Z employees, it offers insights into how motivation and balance can enhance their professional experiences. For employers, it provides a framework for implementing policies that improve employee satisfaction and organizational performance. Additionally, it contributes to the academic discourse by filling gaps in the literature on the unique workplace dynamics of Generation Z, particularly in urban settings like Jakarta.

RESEARCH METHOD

This research employs a quantitative approach with a descriptive design to investigate the factors influencing job satisfaction among Generation Z employees in DKI Jakarta. Conducted over three months from January to March 2024, the study focuses on how work motivation and work-life balance impact job satisfaction within this urban workforce. Using purposive sampling, 165 Generation Z respondents born between 1995 and 2010 and engaged in various full-time or part-time roles were surveyed to provide actionable insights for improving workplace dynamics (Ali, 2022).

The choice of DKI Jakarta as the research setting is strategic due to its status as Indonesia's economic and business hub, characterized by rapid urbanization and a dense, diverse labor market. Data collection involved a structured questionnaire with a five-point Likert scale, covering demographic details, variable-specific questions, and open-ended items to capture nuanced perspectives. Both online and offline survey methods ensured broad accessibility, while pilot testing enhanced the instrument's validity and reliability. Ethical standards, including informed consent and confidentiality, were strictly observed throughout the study.

Data analysis combined descriptive statistics to profile respondents and inferential techniques such as multiple regression and Structural Equation Modeling (SEM) to examine the relationships between work motivation, work-life balance, and job satisfaction. Although the purposive sampling and self-reported data present some limitations regarding generalizability and potential biases, the study's robust methodology and diverse industry representation strengthen the reliability of its findings. Overall, this research offers a comprehensive framework for understanding and addressing job satisfaction challenges among Generation Z employees in DKI Jakarta.

RESULT AND DISCUSSION

The study was conducted among Generation Z employees in DKI Jakarta, focusing on individuals born between 1995 and 2010. A total of 165 respondents participated, representing various industries, including services, retail, and technology. The demographic profile of the respondents is summarized in Table 1.

Table 1. Demographic Profile of Respondents

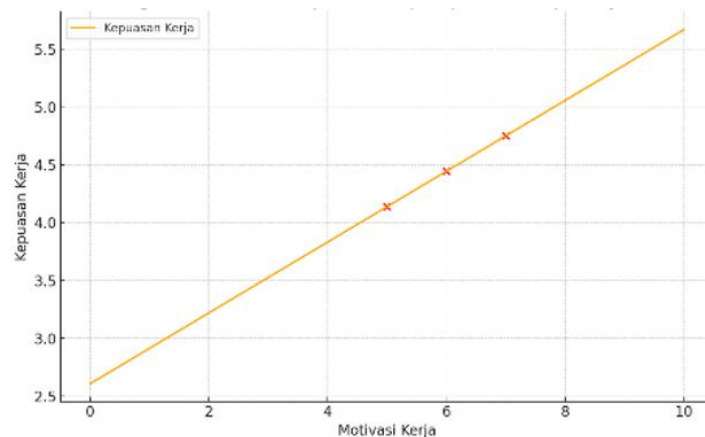| Demographic Variable	Category	Percentage (%)
Gender	Male	47.3
	Female	52.7
Age Group	22–25 years	45.0
	26–30 years	40.0
	Above 30 years	15.0
Employment Sector	Services	38.2
	Retail	31.8
	Technology	30.0

Source: Processed Data

The majority of respondents were aged between 22 and 25 years, with a nearly balanced gender distribution. The service sector had the highest representation, followed by retail and technology.

Overview of Research Variables
a. Work Motivation

The study examined work motivation using a five-point Likert scale. Respondents rated factors such as salary, recognition, and career development opportunities. The descriptive analysis, illustrated in Figure 1, reveals that 72% of respondents strongly agreed that financial incentives are their primary motivator.

Figure 1. The Effect of Work Motivation on Employee Job Satisfaction
Source: Researcher

Additionally, career advancement was rated as a significant factor, with 65% of respondents agreeing that opportunities for skill enhancement positively influence their job satisfaction.

b. Work-Life Balance

The analysis of work-life balance revealed that flexibility and supportive workplace policies are critical for Generation Z employees. Approximately 69% of respondents stated that flexible work hours greatly contribute to their ability to maintain a healthy balance between

work and personal life. However, only 55% felt that their current workplace policies adequately supported WLB, indicating room for improvement.

Table 2. Work-Life Balance Assessment

WLB Factor	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Flexible work hours	69.0	21.0	6.0	3.0	1.0
Supervisor support	63.0	24.0	7.0	4.0	2.0
Clear work-life policies	55.0	28.0	10.0	5.0	2.0

Resource: Processed Data

The findings emphasize the need for organizations to prioritize flexible work arrangements and supervisor support to meet the expectations of Generation Z.

c. Job Satisfaction

Job satisfaction was measured across multiple dimensions, including workplace environment, compensation, and career growth opportunities. The results indicate that 68% of respondents were satisfied with their job roles, primarily due to positive interpersonal relationships and clear career progression pathways. However, dissatisfaction with compensation was evident, with 45% expressing a need for better financial rewards.

Analysis of Research Objectives
a. Influence of Work Motivation on Job Satisfaction

The regression analysis revealed a significant positive relationship between work motivation and job satisfaction ($\beta = 0.486$, $p < 0.001$). This indicates that increased work motivation leads to higher job satisfaction among Generation Z employees. Factors such as recognition and financial incentives had the strongest effects, consistent with findings by Hustia (2020).

b. Influence of Work-Life Balance on Job Satisfaction

Work life balance also demonstrated a significant impact on job satisfaction ($\beta = 0.464$, $p < 0.001$). Respondents who reported a high level of WLB were more likely to experience job satisfaction. The findings align with Fahmi (2019), who emphasized the importance of flexible work policies for employee well-being.

c. Combined Effect of Work Motivation and Work-Life Balance

A combined analysis of the two variables showed that 40.2% of the variation in job satisfaction could be explained by work motivation and WLB. This underscores the importance of addressing both intrinsic and extrinsic factors to create a supportive work environment.

Tabel 2. Path Analysis of Research Variables

	VIF
KP1	2.062
KP10	2.307
KP11	1.995
KP2	1.988
KP3	1.894
KP4	2.123
KP5	2.173
KP6	1.906
KP7	2.178
KP8	2.1
KP9	2.19
MK1	2.285
MK10	2.209
MK11	2.523
MK2	2.431
MK3	2.544
MK4	2.339
MK5	2.534
MK6	2.596
MK7	2.126
MK8	2.204
MK9	2.022
WLB1	2.145
WLB10	2.127
WLB11	2.099
WLB2	2.044
WLB3	2.173
WLB4	2.287
WLB5	2.256
WLB6	2.581
WLB7	2.283
WLB8	2.125
WLB9	2.298

Source: SmartPLS processed data, 2024

It can be seen in the table above that the VIF value between the research variables has met the test limit, which is < 5. From the inner model test, it was found that the model in general was quite good.

The findings highlight critical insights into the dynamics of job satisfaction among Generation Z employees in DKI Jakarta. The emphasis on financial rewards and flexibility reflects the unique preferences of this cohort, which differ from previous generations (Rachmadini & Riyanto, 2020).

Organizations that invest in enhancing work motivation and implementing robust WLB policies stand to benefit from higher employee satisfaction, reduced turnover, and improved productivity. However, the study also reveals challenges, such as misalignment between employee expectations and existing organizational practices, which must be addressed to fully harness the potential of Generation Z (Maslichah & Hidayat K., 2017; Meithiana, 2017; Muhammad, 2021; Mulchtadin & Sulndary Z. E., 2023; Nestle., 2023).

Discussion

The discussion section synthesizes the results of the study to address the research objectives, elucidate the urgency of the investigation, and provide actionable solutions. It further compares the findings with previous studies to establish the novelty of the research and highlight its practical and theoretical contributions.

Addressing the Research Urgency

The research was driven by the rising dissatisfaction among Generation Z employees in DKI Jakarta, a key demographic group with unique workplace expectations. Previous studies highlight that this cohort prioritizes work flexibility, supportive environments, and meaningful career paths (Rachmadini & Riyanto, 2020). However, the findings reveal significant gaps in organizational practices, particularly in meeting their expectations for financial rewards, work-life balance (WLB), and recognition.

For instance, only 55% of respondents agreed that their workplaces provide adequate WLB policies. This gap reflects a lack of alignment between employee expectations and organizational strategies, a misstep that directly contributes to low job satisfaction (Fahmi, 2019). By addressing this misalignment, organizations can foster a more motivated and satisfied workforce, ultimately enhancing productivity and reducing turnover (Ardiansyah & Suljanti J., 2020; Argon & Liana Y., 2020; Aselpta & Marulno S. H., 2017).

Causes of Low Job Satisfaction

a. Inadequate Financial Rewards

The study underscores financial incentives as the primary motivator for Generation Z employees, with 72% of respondents emphasizing its importance. This finding aligns with the survey conducted by Handshake. (2024), where 80% of Generation Z cited salary as their top motivation. Low financial rewards often result in dissatisfaction, which not only reduces engagement but also increases the likelihood of attrition (Saputra, 2024).

b. Insufficient Work-Life Balance Policies

The data also highlights that flexibility in work arrangements remains a critical unmet need, with 69% of respondents advocating for flexible work hours. This finding corroborates Prayoga and Lajira (2022), who reported similar preferences among Generation Z employees. The lack of robust WLB policies exacerbates stress levels, leading to burnout and lower job satisfaction (Gaultama & Marchyta N. K., 2022).

c. Lack of Recognition and Career Growth

Another significant factor is the limited recognition and opportunities for career advancement (Asmara Indahingwati Nulgroho N. E, 2020). While 65% of respondents acknowledged the importance of career development, many reported dissatisfactions with

current practices. This deficiency often leaves employees feeling undervalued, impacting their long-term commitment to the organization (Gazali, 2018).

Proposed Solutions

a. Implementing Competitive Compensation Packages

Organizations must prioritize competitive compensation structures to attract and retain Generation Z talent. Salary transparency and performance-based incentives can address dissatisfaction related to financial rewards, fostering a sense of fairness and motivation.

b. Strengthening Work-Life Balance Policies

To meet the growing demand for flexibility, companies should implement hybrid work models, flexible scheduling, and supportive leave policies (Asmorofitri Damayanti I. F. Emilisa N. & Ramadhanti D. A., 2024; Bahri & Sel M., 2018). These measures not only enhance WLB but also improve employee well-being, leading to higher job satisfaction.

c. Fostering a Culture of Recognition and Growth

Organizations should establish formal recognition programs and clear career progression pathways (Adiawaty, 2019). Mentorship and training opportunities can further engage employees, helping them feel valued and supported in their professional development.

d. Impact of Implementing Solutions

The implementation of these strategies is expected to generate significant positive outcomes. Improved compensation, flexible work policies, and growth opportunities will enhance employee engagement, reduce turnover rates, and boost organizational performance (Nulrjana Sry R. & Sulmarni S., 2023; Nurani & Nilawati L., 2016; Nurmillah, 2021). Moreover, fostering job satisfaction among Generation Z employees creates a productive and harmonious workplace environment, benefiting both individuals and organizations (Saputra, 2024).

For example, the study shows that work motivation and WLB collectively explain 40.2% of the variation in job satisfaction. Addressing these variables can significantly enhance employee morale, ensuring long-term retention and organizational stability.

e. Comparison with Previous Studies

This study adds to the existing body of literature by examining the combined impact of work motivation and WLB on job satisfaction. While previous studies have explored these variables individually, their interplay in the context of Generation Z employees in DKI Jakarta remains underexplored (Ganapathi, 2016).

For instance, Rachmadini and Riyanto (2020) focused on the significance of WLB, while Hustia (2020) emphasized the role of work motivation. This research integrates these findings to provide a holistic framework for understanding job satisfaction among Generation Z employees, addressing the gaps highlighted by earlier studies.

The novelty of this study lies in its demographic focus and contextual relevance. Unlike previous research that often-generalized findings across generations, this study specifically targets Generation Z employees in a densely populated and competitive urban setting. This approach provides tailored insights that are directly applicable to organizations operating in similar contexts.

Additionally, the study highlights the evolving priorities of Generation Z, such as their emphasis on flexibility and immediate rewards, distinguishing them from previous generations.

By addressing these unique characteristics, the research offers innovative strategies for enhancing job satisfaction, contributing to both theoretical and practical advancements in the field.

Implications for Future Research

While this study provides valuable insights, it also opens avenues for future research. Expanding the sample size to include employees from other regions can enhance the generalizability of findings. Additionally, longitudinal studies could explore the long-term impact of implemented strategies on job satisfaction and organizational performance.

Future research could also examine the role of technology in facilitating WLB and enhancing work motivation, particularly in the context of hybrid work environments. Such investigations will further enrich the understanding of Generation Z's workplace dynamics, enabling organizations to stay ahead in an increasingly competitive landscape.

CONCLUSION

This study analyzed the influence of work motivation and work-life balance (WLB) on job satisfaction among Generation Z employees in DKI Jakarta, finding that financial incentives, flexibility, and recognition significantly impact job satisfaction, with these factors explaining 40.2% of its variation. By examining the combined effects of intrinsic and extrinsic factors, the research offers practical insights for organizations seeking to align policies with Generation Z's expectations in an urban context. Despite limitations such as reliance on self-reported data and a focus on a single region, the study underscores the importance of competitive compensation, flexible work arrangements, and a culture of recognition to enhance employee well-being and organizational performance. Future research should broaden the scope to include diverse geographic locations and industries and adopt longitudinal designs to better understand the evolving nature of job satisfaction among Generation Z, supporting ongoing improvements in workplace strategies.

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