

The Mediating Role of Work Motivation on the Influence of Work Life Balance and Work Motivation on Employee Performance in Generation Z

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ABSTRACT

The purpose of this study was to examine the effect of Work Life Balance and Work Motivation on employee performance in Gen Z employees with the mediating role of Work Motivation. The population in this study were generation Z employees, namely employees born in 1995-2006 and working in private companies with a sample of 226 respondents. The sampling technique used in this study was purposive sampling technique. then CFA testing and path analysis were carried out using Mplus software. The results showed that all dimensions of Work Life Balance had no effect on Employee Performance, but Career Development had a significant effect on Employee Performance and Work Motivation proved to be a mediator between the influence of Career Development and Employee Performance. Therefore, it is recommended that companies pay more attention and learn how to improve employee career development in order to improve the performance of generation Z employees.

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BACKGROUND

In this dynamic and ever-changing business world, employee performance is certainly critical to the success and profitability of any organization. Only capable and purposeful workers for the organization will be rewarded in the modern business environment (Adekunle, 2021). All businesses tend to be aware of the fact that success and prosperity can only be achieved by employees doing their best work in today's world full of competition and competitiveness. Consequently, if companies are to achieve their goals, employee performance must be a top priority. Generation Z, which consists of people born from 1995 to 2010, is not considered as optimistic as their predecessors when it comes to employment.

According to a survey conducted by ResumeBuilder, 74 percent of managers and company leaders said Gen Z is the most difficult generation to work with. This is due to many issues, such as lack of motivation, technological incompetence, and major concerns about productivity, which often lead to employees being fired.



So that this is a special concern for the Company to maintain employee performance which ultimately has an impact on Company performance. Employee Performance is a human resource in a company. According to Viswesvaran and Ones (2000) defining Job Performance refers to "actions, behaviors, and measurable results performed or produced by employees related to contributing to organizational goals". Furthermore, (Kotabe & Murray, 2004) define Performance as work results related to organizational goals, such as quality, efficiency, and other effectiveness criteria. Performance relates to a group of behaviors derived from a person's technical knowledge (specific knowledge related to the field of expertise), adaptability and adaptability (can adjust to circumstances) and interpersonal relationships (connectedness with the team, building enthusiasm and loyalty) (Pradhan & Jena, 2017).

Generation Z is considered to have different characteristics from previous generations. They include impatient, individualistic, independent, choose entrepreneurship, and like to communicate with social media (Prasetyaningtyas et al., 2022). Generational differences can lead to conflicts such as mistrust and communication breakdowns that can hinder effective teamwork and collaboration (Bailyn et al., 2001). This impacts employee job satisfaction, retention, and productivity, which are important criteria for company results and success.

According to Agarwal's research (2022), several factors that are of concern to Gen Z in choosing a career include work life balance and career development. In recent years, the issue of Work Life Balance has received quite a lot of attention, especially in terms of increasing worker flexibility and improving working conditions. Work Life Balance is proven to be a major factor in increasing employee productivity which in turn has a positive impact on organizational performance in general (Semlali & Hassi, 2016). According to Bailyn et al., (2001) Work life balance is a harmonious and holistic integration between work and non-work matters, so that individuals can achieve their full potential in various roles in their lives. Meanwhile, Fisher (2001) states that work life balance is a trigger for work stress which includes 4 important components, including time, tension, energy and behavior. According to Lilian Obiageli et al., (2015), individuals are an integral part especially of the family and generally in society. Therefore, Work Life Balance is an important phenomenon and a big concern for organizations in the public and private sectors. The ability of employees to obtain a satisfactory fit between work and non-work roles is a very important factor in determining performance at work.

In addition to Work Life Balance in Agarwal (2022)'s research, it is also mentioned that career development is also one of the important things for gen Z employees at work. According to research by Parerung et al., (2014), Pratiwi (2015), Balbed & Sintaasih, (2019), it is known that career development has a significant and positive effect on employee performance. The term career refers to various concepts in the literature Hall (2012). Career is defined as advancement which includes the idea of vertical mobility or moving up in the organizational hierarchy. According to Savickas (1997), the concept used to explain career development in this theory is career adaptability. This theory provides a new contextualist perspective for understanding career development. This concept conceptualizes that development is driven by adaptation to the environment, not by the maturation of internal structures (Savickas & Porfeli, 2012).

In addition, according to a survey conducted by ResumeBuilder of company leaders and managers, it was found that Gen Z's lack of motivation to work made Work Motivation an important focus in exploring Gen Z's work behavior in the context of Employee Performance. According to research conducted by Thamrin & Riyanto (2020), Razak (2021), Prakoso & Aulia (2023) and Rony et al., (2024), it was found that work motivation has a significant effect on employee performance. In other words, a low level of work motivation can affect employee performance. According to Pinder (2014) Work Motivation is a set of energy that comes from within and outside the individual to initiate work-related behavior and to determine its shape, direction, intensity and duration. Motivation is realized through attention, effort and perseverance. Self-Determination Theory (SDT) is a theory of motivation that has been applied across fields including work motivation and management (Ryan & Deci, 2020). SDT focuses on the "nature" of motivation, that is, the "why of

behavior." The assumption is that humans are active organisms and grow naturally by incorporating their psychic elements into themselves and incorporating themselves into larger structures (Ryan & Deci, 2020).

Therefore, researchers are interested in examining The effect of Work Life Balance and Work Motivation on employee performance on Gen Z employees: The mediating role of Work Motivation.

RESEARCH METHODS

The population in this study are generation Z employees, namely employees who were born in 1995 - 2006 and work in private companies. The sampling technique used in this research is purposive sampling technique.

The measurement instrument used in this study consists of 3 measuring instruments, namely the Employee Performance measuring instrument which consists of 18 items from 3 dimensions of Pradhan and Jena (2012), The work life balance measuring instrument consists of 17 items. Which consists of 2 aspects, namely demands and resources. The demands consist of 2 sub-aspects, namely Work Interference with Personal Life (WIPL) and Personal Life Interference with Work, each represented by 5 items and 6 items. The resource aspect consists of 2 sub-aspects, namely Work Enhancement of Personal Life (WEPL) and Personal Life Enhancement of Work (PLEW) which are represented by 3 items each. then the Career Development measuring instrument using the Career Adaptabilities Scale (CAAS) which consists of 24 items from 4 dimensions of Savickas and Porfelli (2012) and finally the Work Motivation measuring instrument using The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) which consists of 18 items from 3 dimensions of Deci and Ryan (2000). The validity results of the three measuring instruments above were tested as valid, listed in the following table:

Table 1. Research Instrument Validity Test Result Employee Performance

No. Item	Koefisien	Std. Error	Nilai-t	Keterangan
EP 1	0,699	0,037	18,946	Valid
EP 2	0,683	0,038	17,85	Valid
EP 3	0,637	0,042	15,08	Valid
EP 4	0,718	0,035	20,52	Valid
EP 5	0,626	0,043	14,523	Valid
EP 6	0,759	0,031	24,414	Valid
EP 7	0,737	0,033	22,155	Valid
EP 8	0,510	0,052	9,839	Valid
EP 9	0,328	0,073	4,496	Valid
EP 10	0,647	0,041	15,616	Valid
EP 11	0,651	0,041	15,819	Valid
EP 12	0,682	0,038	17,764	Valid
EP 13	0,612	0,044	13,802	Valid
EP 14	0,593	0,046	12,908	Valid
EP 15	0,656	0,041	16,159	Valid
EP 16	0,661	0,040	16,381	Valid
EP 17	0,712	0,036	19,933	Valid
EP 18	0,655	0,041	16,069	Valid

Table 2. Research Instrument Validity Test Result Work Life Balance

Sub Dimensi	No. Item	Standardized Loading Factors (SLF)	Keterangan
WIPL	WIPL1	0.6365	Valid
WIPL	WIPL2	0.7955	Valid
WIPL	WIPL3	0.8308	Valid
WIPL	WIPL4	0.8343	Valid
WIPL	WIPL5	0.8371	Valid
PLIW	PLIW1	0.7980	Valid
PLIW	PLIW2	0.8204	Valid
PLIW	PLIW3	0.6163	Valid
PLIW	PLIW4	0.8235	Valid
PLIW	PLIW5	0.6898	Valid
PLIW	PLIW6	0.8157	Valid
WEPL	WEPL1	0.6677	Valid
WEPL	WEPL2	0.8060	Valid
WEPL	WEPL3	0.7042	Valid
PLEW	PLIW1	0.8683	Valid
PLEW	PLIW2	0.8557	Valid
PLEW	PLIW3	0.6905	Valid

Table 3. Research Instrument Validity Test Result Career Development

No. Item	Koefisien	Std. Error	Nilai-t	Keterangan
CD 1	0,593	0,045	13,085	Valid
CD 2	0,620	0,043	14,368	Valid
CD 3	0,681	0,038	18,013	Valid
CD 4	0,689	0,037	18,381	Valid
CD 5	0,758	0,031	24,776	Valid
CD 6	0,722	0,034	20,918	Valid
CD 7	0,689	0,037	18,655	Valid
CD 8	0,697	0,036	19,141	Valid
CD 9	0,530	0,050	10,646	Valid
CD 10	0,641	0,041	15,528	Valid
CD 11	0,647	0,041	15,968	Valid
CD 12	0,489	0,053	9,298	Valid
CD 13	0,720	0,034	21,080	Valid
CD 14	0,719	0,035	20,682	Valid
CD 15	0,699	0,036	19,324	Valid
CD 16	0,667	0,039	17,034	Valid
CD 17	0,671	0,039	17,319	Valid
CD 18	0,660	0,040	16,628	Valid
CD 19	0,657	0,040	16,433	Valid
CD 20	0,682	0,038	18,094	Valid
CD 21	0,621	0,043	14,475	Valid
CD 22	0,675	0,038	17,546	Valid
CD 23	0,630	0,042	14,873	Valid

Table 4. Research Instrument Validity Test Result Work Motivation

No. Item	Koefisien	Std, Error	Nilai-t	Keterangan
WM 1	0,642	0,042	15,183	Valid
WM 2	0,602	0,046	13,207	Valid
WM 3	0,559	0,049	11,488	Valid
WM 4	0,618	0,044	14,047	Valid
WM 5	0,663	0,040	16,447	Valid
WM 6	0,664	0,041	16,160	Valid
WM 7	0,612	0,045	13,478	Valid
WM 8	0,677	0,039	17,291	Valid
WM 9	0,661	0,041	16,302	Valid
WM 10	0,705	0,037	19,047	Valid
WM 11	0,663	0,040	16,550	Valid
WM 12	0,630	0,043	14,595	Valid
WM 13	0,501	0,053	9,485	Valid
WM 14	0,512	0,052	9,861	Valid
WM 15	0,633	0,043	14,762	Valid
WM 16	0,659	0,041	16,041	Valid
WM 17	0,727	0,036	20,330	Valid
WM 18	0,645	0,042	15,401	Valid

The data analysis technique used in this research is CFA and path analysis which was carried out using MPLUS 8 software. This research is explained through the framework below:

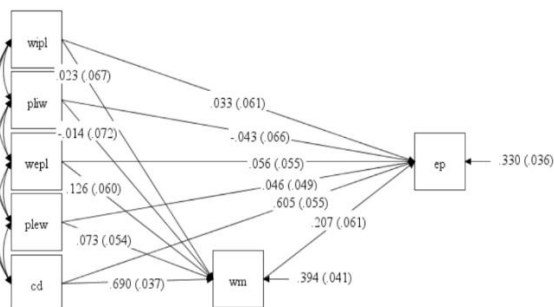


Fig 1: Conceptual Framework

Notes :

- WIPL : Work Interference with Personal Life
- PLIW : Personal Life Interference with Work
- WEPL : Work Enhacement of Personal Work
- PLEW : Personal Life Enhacement of Work
- CD : Career Development
- WM : Work Motivation
- EP : Employee Performance

Based on the picture above, there are two hypotheses in this study, namely:

- H1: There is a direct influence between Work Interference and Personal Life on Employee Performance
- H2: There is a direct influence between Personal Life Interference with Work on Employee Performance

- H3: There is a direct influence between Work Enhancement of Personal Lfe on Employee Performance
- H4: There is a direct influence between Personal Life Enhancement of Work on Employee Performance
- H5: There is a direct influence between Work Interference and Personal Lfe on Work Motivation
- H6: There is a direct influence between Personal Life Interference with Work on Work Motivation
- H7: There is a direct influence between Work Enhacement of Personal Lfe on Work Motivation
- H8: There is a direct influence between Personal Life Enhancement of Work and Work Motivation
- H9: There is an influence between Work Interference and Personal Lfe on Employee Performance which is mediated by Work Motivation
- H10: There is an influence between Personal Life Interference with Work on Employee Performance which is mediated by Work Motivation
- H11: There is an influence between Work Enhacement of Personal Lfe on Employee Performance which is mediated by Work Motivation
- H12: There is an influence between Personal Life Interference with Work on Employee Performance which is mediated by Work Motivation
- H13: There is an influence between Career Develop on Employee Performance which is mediated by Work Motivation

RESEARCH RESULTS

The sample in this study was 226 Gen Z employees or employees born in 1995-2006. The general description of the research subjects consists of age, gender, latest education, and length of work. The description of the research subjects will be listed as follows:

Table 4. Age of respondents

Usia	Jumlah	Presentase
< 21	21	9,3%
21- 25	153	67,7%
26	52	23%
Total	226	100%

An overview of respondents based on age can be seen in table 4.1, in the table it can be seen that the majority of respondents are aged 21-25 years, namely 153 respondents with a percentage of 67.7% of the total respondents. Furthermore, there are 52 respondents aged 26 years with a percentage of 23% of the total respondents. And finally there

are 21 respondents who are less than 21 years old with a percentage of 9.3% of the total respondents.

The following description of respondents based on gender will be presented in the table below:

Table 5. Overview of Respondent Gender

Jenis Kelamin	Jumlah	Presentase
Laki-laki	84	37,2%
Perempuan	142	62,8%
Total	226	100%

Based on the table above, it can be seen that the majority of female respondents, namely 142 respondents with a percentage of 62.8% of all respondents, and 84 male respondents with a percentage of 37.2%.

The following is an overview of respondents based on the level of education which will be presented in the table below:

Table 6. Overview of Respondents' Last Education

Tingkat Pendidikan	Jumlah	Presentase
SMP/Sederajat	1	0,4%
SMA/Sederajat	61	27%
D3	21	9,3%
S1 (Sederajat)	136	60,2%
S2 (Sederajat)	7	3,1%
Total	226	100%

Based on table 4.3, it can be seen that the majority of respondents are at the S1 / Equivalent Education Level, namely 136 respondents with a percentage of 60.2%. then at the SMA / Equivalent Education Level, namely 61 respondents with a percentage of 27%. Then at the D3 Education Level there were 21 respondents with a percentage of 9.3%. At the S2 / Equivalent Education Level, there were 7 respondents with a percentage of 3.1% and at the Junior / Equivalent Education Level there was 1 respondent with a percentage of 0.4%.

The following description of respondents based on length of work will be presented in the table below:

Table 7. Overview of Respondent's length of service

Lama Bekerja	Jumlah	Presentase
< 1 tahun	37	16,4%
1-5 tahun	174	77%
>5	14	6,2%
Total	226	100%

An overview of respondents based on age can be seen in table 4.4, in the table it can be seen that the majority of respondents have worked for 1 to 5 years, namely 174 respondents with a percentage of 77% of the total respondents. Furthermore, there are 37 respondents who have worked for less than 1 year with a percentage of 16.4% of the total respondents. And finally there are 14 respondents who have worked for more than 5 years with a percentage of 6.2% of the total respondents.

Table 8. respondent category

Variabel	Kategori		
	Rendah	Sedang	Tinggi
Employee Performance	1 (4%)	44 (19,5%)	181 (80,1%)
Work Life Balance	46 (20,4%)	157 (69,5%)	23 (10,2%)
Career Development	1 (4%)	1 (4%)	224 (99,1%)
Work Motivation	1 (4%)	45 (19,9%)	180 (79,6%)

Based on the categorization results displayed in table 4.7, you can see the percentage of categorization for each variable. In the Employee Performance variable, there are 181 respondents in the high category, 44 respondents in the medium category and only 1 respondent in the low category. This data shows that the majority of Employee Performance data distribution is in the high category. Then in the Work Life Balance variable there were 23 respondents in the high category, 157 respondents in the medium category, and 46 respondents in the medium category. Next, in the Career Development variable, there are 224 respondents in the high

category, 1 respondent in the medium category and 1 respondent in the low category. Then in the Work Motivation variable there are 180 respondents in the high category, 45 respondents in the medium category and 1 respondent in the low category.

Based on the results of testing the Employee Performance model above, the RMSEA value is 0.000, P-Value = 0.450, 90 Percent C.I = 0.167, CFI = 1.000, and TLI = 1.000. which means the model described in this study is Fit. The model values can be seen in the table below:

Table 9. Goodness of Fit Indeks

Index	Model of Fit	Indeks of Model	Model of Evaluation
RMSEA	< 0.05	0.000	Memenuhi kriteria fit
90 Percent C.I	> 0.05	0.102	Memenuhi kriteria fit
Probability	> 0.05	0.880	Memenuhi kriteria fit
CFI	> 0.09	1.000	Memenuhi kriteria fit
TLI	> 0.09	1.000	Memenuhi kriteria fit

After the model is declared fit, the next stage is to look at the T-value to see the direct and indirect influence of each independent variable on the dependent variable. The

coefficient results from path analysis of direct and indirect effects are discussed below:

Table 10. Partial Testing (t-test)

Direct Effect	Koefisien	S.E.	T-Value	P-Value	Keterangan
WIPL→EP	0.033	0.061	0.531	0.596	Tidak Signifikan
PLIW→EP	-0.043	0.066	-0.656	0.512	Tidak Signifikan
WEPL→EP	0.056	0.055	1.024	0.306	Tidak Signifikan
PLEW→EP	0.046	0.049	0.936	0.349	Tidak Signifikan
CD→EP	0.650	0.055	10.947	0.000	Signifikan
WIPL→WM	0.013	0.045	0.281	0.779	Tidak Signifikan
WEPL→WM	0.121	0.056	2.179	0.000	Signifikan
PLEW→WM	0.074	0.053	1.392	0.164	Tidak Signifikan
CD→WM	0.692	0.036	19.287	0.000	Signifikan

Notes :

- WIPL : Work Interference with Personal Life
- PLIW : Personal Life Interference with Work
- WEPL : Work Enhancement of Personal Work
- PLEW : Personal Life Enhancement of Work
- CD : Career Development
- WM : Work Motivation
- EP : Employee Performance

Based on the table above, it can be seen that the results show that WIPL, PLIW, WEPL, PLEW do not have a significant direct influence on Employee Performance with a

t-value < 1.96, with this H1, H2, H3, H4 are rejected. However, based on the results of Career Development, it has a significant direct effect on Employee Performance with a t-value of 10,947 (>1.96), with this H5 being accepted. then based on the results of the direct influence test between IV and the Mediator variable, it was found that WIPL and PLEW did not have a significant direct influence on Work Motivation with a t-value < 1.96, with this H5 and H7 were rejected. Meanwhile, H6 and H8 were accepted because the t-value was > 1.96, namely 2.179 for the direct influence of WEPL on Work Motivation and 19.287 for the direct influence of Career Development on Work Motivation.

Table 11. Simultaneous Test Results

Direct Effect	Koefisien	S.E.	T-Value	P-Value	Keterangan
WIPL→WM→EP	0.003	0.009	1.280	0.780	Tidak Signifikan
WEPL→WM→EP	0.026	0.014	1.280	1.837	Tidak Signifikan
PLEW→WM→EP	0.016	0.012	1.289	0.197	Tidak Signifikan
CD→WM→EP	0.142	0.043	3.327	0.001	Signifikan

Based on the table above, the results show that WIPL, PLIW, WEPL, PLEW do not have a significant indirect effect on employee performance with a t-value < 1.96, with this H9, H10, H11, H12 are rejected. However, based on the results, Career Development has a significant indirect influence on Employee Performance with a calculated t value of 3,327 (>1.96), with this H13 is accepted.

DISCUSSION

Based on the results of this research, it shows that the influence of the dimensions of Work Life Balance in the form of Work Interference with Personal Life, Personal Life Interference with Work and Personal Life Enhancement of Work-on-Work Motivation and employee performance is not significant. Which means that the level of Work Interference with Personal Life, Personal Life Interference with Work and Personal Life Enhancement of Work does not affect the level of Employee Performance.

The research results show that the Work Life Balance variable does not have a significant direct influence on Employee Performance, in line with research (Erica Turangan

et al., 2022; Herlambang & Murniningsih, 2019; Kim, 2014; Thamrin & Riyanto, 2020) which means the level Work Life Balance for employees does not improve employee performance, in other words, employees who have good Work Life Balance do not necessarily have good performance (Herlambang & Murniningsih, 2019). The results of this research contradict research (Bataneh, 2019; Udin, 2023; Waworuntu et al., 2022) which states that Work Life Balance has a significant influence on Employee Performance.

Currently, work life balance has become important for employees, especially Gen Z, who make work life balance a top priority in choosing a company or organization for a career. Gen Z tends to want balance in their lives and a pleasant work environment (Agarwal, 2022). However, in practice implementing Work Life Balance is not easy, especially if employees do not have the capacity to do it effectively, especially if the company or organization does not support this (Okenwa & Azadeh Amoozegar, 2023). A desire that is not supported by the company, in this case implementing flexible work regulations, is a risk to one's career because it has the potential to lose opportunities for

additional compensation and opportunities to be promoted (Waworuntu et al., 2022).

Furthermore, based on the research results, career development influences work motivation and employee performance and work motivation can mediate the influence of career development on employee performance. The results of this research are in line with research (Balbed & Sintaasih, 2019; Mahendra Arjana et al., 2021, Yusuf Iis et al., 2022). This means that the level of career development can affect employee performance, so the better the career development, the better the employee's performance. If the company can support career development through a career development program by providing space and opportunities for employees to develop to a higher level, it is hoped that it will increase employee motivation in carrying out their duties, have more potential, which in turn can provide maximum contribution in the form of performance to the company (Mahendra Arjana & Dewi, 2021).

CONCLUSION

The research results show that both simultaneous and partial Work Life Balance has no effect on Employee Performance and career development and Career Development, both simultaneously and partially, has a significant effect on employee performance. Therefore, it is recommended that companies pay more attention and learn how to improve employee career development in order to improve the performance of generation Z employees.

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