

# The Role of Work-Life Balance, Work Flexibility, and Career Development in Increasing Job Satisfaction of Generation Z Employees

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**Abstract:** Generation Z students enrolled in the weekend regular program at Pelita Bangsa University often face challenges in maintaining a proper work-life balance due to the dual burden of studying and working. This generation has unique expectations related to work flexibility and career development opportunities. However, these expectations are frequently constrained by limited institutional facilities and support systems, which can negatively impact their job satisfaction. This study aims to analyze the role of work-life balance, work flexibility, and career development in improving job satisfaction among Generation Z employees. A quantitative research method was employed, utilizing the IBM SPSS 29.0.0.0 application for data analysis. Data were collected through a combination of observation, literature review, and the distribution of questionnaires to 38 students from Pelita Bangsa University's Agribusiness weekend program who also work while studying. The results of the study indicate that work-life balance has a significant influence on job satisfaction, with a p-value of less than 0.001, showing a strong correlation. Work flexibility also contributes significantly, with a p-value of 0.002, and career development is likewise significant with a p-value of less than 0.001. These findings suggest that each of the three independent variables—work-life balance, work flexibility, and career development—has a statistically significant and positive effect on job satisfaction, both partially and simultaneously. In conclusion, Generation Z employees benefit significantly from balanced work and study environments, adaptable work arrangements, and clear opportunities for career progression. Organizations and academic institutions should collaborate to provide greater support and resources to help this generation meet their educational and professional goals. By addressing these factors, job satisfaction among Generation Z workers can be improved, leading to better performance, motivation, and overall well-being.

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**Keywords:** Career Development, Job Satisfaction, Work Flexibility, Work-Life Balance, Employee Motivation

## 1. Introduction

Generation Z grew up in an environment full of advanced technological advancements and formed their unique characteristics in working. The use of advanced technology has formed the typical characteristics of generation Z, including in the way they communicate, learn, and interact with the world around them. Generation Z is also known as iGeneration/Post-Millennials. Generation Z is the generation born between 1996-2010 [1]. Universitas Pelita Bangsa is one of the universities that currently has students who are mostly from generation Z. In addition, Universitas Pelita Bangsa also has three categories of class programs, namely the regular morning program, the regular evening program, and the regular weekend program. In the regular weekend program class, there are many students who study while working. Regular weekend program students at Pelita Bangsa University are the subjects in this study. The subjects were taken because regular weekend program students are a representation of individuals who mostly work while continuing their education. These students face challenges in balancing work, study, and personal life. With the workload and study, they need the right strategy to maintain a balance between work, education, and personal life (work life balance). According to [2] work life balance is a condition in which a worker has a good balance between individual life and work in the office. Work life balance and job satisfaction are the main issues that must be considered by superiors in dealing with a workforce dominated by the younger generation such as generation Z [3]. Career development is also an important issue for generation Z, because they tend to have a dynamic career orientation and expect rapid professional growth. This factor contributes to employee perceptions of their workplace and affects their level of job satisfaction. In addition, work flexibility is also one aspect to increase employee job satisfaction. Especially the work schedule that has an impact on increasing job satisfaction [4]. Job satisfaction is a feeling that makes workers love their jobs and give a positive assessment of their work environment [2].

Based on the research results from [5] there is a significant influence on work life balance on job satisfaction. According to the analysis findings from [6] it shows that work life balance has a positive and substantial influence on employee job satisfaction. The more work life balance felt by employees, the greater their satisfaction with their work. Moving on from work life balance, there are analytical findings from [6] which state that there is a positive influence of work flexibility on employee job satisfaction. According to research results from [7] shows that work flexibility also has a good and significant effect on employee job satisfaction. Work flexibility can produce a more supportive work environment, which can ultimately increase employee job satisfaction. In the last variable, namely career development, there is a study conducted by [8] which shows that career development has a significant effect on job satisfaction. According to research by [9] also obtained significant results and partially, career development has an effect on employee job satisfaction. Career development is one of the major factors of job satisfaction felt by employees because it is considered important to move to the next career level and can provide opportunities for employees to be more successful.

This study aims to analyze the role of work life balance, work flexibility, and career development in increasing job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University, both partially and simultaneously. This study has 4 assumptions that will be used as hypotheses in this study. H1: it is suspected that the

role of work life balance can increase job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University, where this hypothesis is supported by the findings of [10] and [11]. H2: it is suspected that work flexibility can increase job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University, where this hypothesis is supported by the findings of [12] and [13]. H3: It is suspected that career development can increase the job satisfaction of Generation Z employees in regular weekend program students at Pelita Bangsa University, where this hypothesis is supported by the findings of [14] and [15]. H4: it is suspected that the role of work-life balance, work flexibility, and career development can increase job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University, where in this hypothesis there has never been a study that directly examines the influence of work-life balance, work flexibility, and career development simultaneously on job satisfaction. Existing research more often focuses on two of the three variables or relates them to job satisfaction, but does not combine the three variables in one comprehensive study. Therefore, this study can be considered as the first to explore the relationship between the three variables simultaneously, and provides a new contribution to the literature on human resource management, especially in the context of job satisfaction.

Based on theory and also direct observation, as well as the results of previous studies, that to increase employee job satisfaction, strategies are needed such as paying attention to work-life balance, work flexibility especially work schedules, and career development. Based on the problems that occur and with several previous studies, the author is interested in conducting research entitled "The Role of Work Life Balance, Work Flexibility, and Career Development on Job Satisfaction of Generation Z Employees" This research is expected to provide insight into the relationship between the three factors, namely the role of work life balance, work flexibility, and career development with job satisfaction and help companies in designing policies that are more in line with the expectations and needs of generation Z employees.

## 2. Method

This study uses a quantitative research method. A research method based on the philosophy of positivism which is used to study a certain population or sample with a random sampling method and a data collection method using research instruments and for data analysis is quantitative or statistical in nature with the aim of testing the established hypothesis [16]. The data collection methods used in this study are as follows:

1. Observation, namely researchers conduct direct observation at Pelita Bangsa University.
2. Literature study, namely researchers collect, read, and analyze information from relevant written sources.
3. Questionnaire, namely researchers collect data by distributing a series of written statements with a measurement scale used is the Likert scale (1-5) which can be used to measure respondents' perceptions of each variable with a value weight in each statement.

According to [17] the sampling method is a simple method to select each member of the population randomly and is expected to represent the target population with high

accuracy. The number of samples taken in this study was 150 students from the total number of regular weekend program students at Pelita Bangsa University who must be confirmed as generation Z. The data analysis method in this study uses a data processing tool in the form of computer software, namely IBM SPSS Statistics version 29.0.0.0 for hypothesis testing which is carried out in 5 (five) stages, namely instrument quality testing, classical assumption testing, multiple linear regression testing, hypothesis testing, determination coefficient testing (adjusted R square).

### 3. Results and Discussion

#### Respondent Profile

This study used a sample of 150 (one hundred and fifty) respondents who were generation Z employees and regular weekend program students at Pelita Bangsa University. Of the 150 respondents, 36 respondents were male and 114 respondents were female. Each has a percentage of 24% for men and 76% for women. The profile of respondents based on their last educational history is that 123 respondents have a last educational history of high school/vocational school and the rest, 27 respondents have a last educational history of S1. Each has a percentage of 82% for high school/vocational school and 18% for S1. The profile of respondents based on their length of service is that 16 respondents have a work period of < 1 year, 107 respondents have a work period of between 1-5 years, and 27 respondents have a work period > 5 years. Each has a percentage of 11% for a work period of < 1 year, 71% for a work period of 1-5 years, and 18% for a work period > 5 years.

#### Instrument Quality Testing

##### Validity Test

**Table 1. Validity Test Results**

Indicator	R count	R table	Sig.	Description
Work Life Balance (X1)				
X1.1	0,655	Valid	0,1603	0,001
X1.2	0,585		0,1603	0,001
X1.3	0,637	Valid	0,1603	0,001
X1.4	0,660		0,1603	0,001
X1.5	0,676	Valid	0,1603	0,001
X1.6	0,700		0,1603	0,001
X1.7	0,630	Valid	0,1603	0,001
Work Flexibility (X2)				
X2.1	0,702	Valid	0,1603	0,001
X2.2	0,654		0,1603	0,001
X2.3	0,690	Valid	0,1603	0,001
X2.4	0,717		0,1603	0,001
X2.5	0,767	Valid	0,1603	0,001
X2.6	0,741		0,1603	0,001
X2.7	0,754	Valid	0,1603	0,001
X2.8	0,787		0,1603	0,001

Career Development (X3)			
X3.1	0,699	Valid	0,1603 0,001
X3.2	0,721	Valid	0,1603 0,001
X3.3	0,785	Valid	0,1603 0,001
X3.4	0,726	Valid	0,1603 0,001
X3.5	0,781	Valid	0,1603 0,001
X3.6	0,759	Valid	0,1603 0,001
X3.7	0,810	Valid	0,1603 0,001
X3.8	0,720	Valid	0,1603 0,001
X3.9	0,820	Valid	0,1603 0,001
X3.10	0,756	Valid	0,1603 0,001
Job Satisfaction (Y)			
Y1	0,651	Valid	0,1603 0,001
Y2	0,702	Valid	0,1603 0,001
Y3	0,730	Valid	0,1603 0,001
Y4	0,754	Valid	0,1603 0,001
Y5	0,742	Valid	0,1603 0,001
Y6	0,713	Valid	0,1603 0,001
Y7	0,692	Valid	0,1603 0,001
Y8	0,741	Valid	0,1603 0,001
Y9	0,708	Valid	0,1603 0,001
Y10	0,791	Valid	0,1603 0,001
Y11	0,756	Valid	0,1603 0,001
Y12	0,701	Valid	0,1603 0,001
Y13	0,719	Valid	0,1603 0,001
Y14	0,715	Valid	0,1603 0,001
Y15	0,673	Valid	0,1603 0,001

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.1 above, it is known that the results of the validity test of all indicators of the work life balance variable (X1), work flexibility (X2), career development (X3), and job satisfaction (Y), have met the criteria, namely the correlation coefficient value ( $r$  count) is greater than the critical correlation coefficient value ( $r$  table). With a significant value obtained of 0,001, it means that all indicators have a significant level  $< 0,05$ . Thus, it can be concluded that the instrument in this study is declared valid for use in further research and analysis.

### Reliability Test

Table 2 Reliability Test Results			
Variable	N of Items	Cronbach's Alpha	Description
Work Life Balance	7	0,854	Reliabel
Work Flexibility	8	0,923	Reliabel
Career Development	10	0,930	Reliabel
Job Satisfaction	15	0,939	Reliabel

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.2 above, it can be concluded that all instruments from the work life balance variable (X1) of 0,854, work flexibility (X2) of 0,923, career development (X3) of 0,930, and job satisfaction (Y) of 0,939, have a Cronbach's Alpha value greater than 0,60 so that they are declared reliable and can be used in further research and analysis.

### Classical Assumption Testing

#### Normality Test

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	2,18370525
Most Extreme Differences	Absolute	0,064
	Positive	0,063
	Negative	-0,064
Test Statistic		0,064
Asymp. Sig. (2-tailed) <sup>c</sup>		,200 <sup>d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.3 above, it is known that the significant value of the normality test results with the One-Sample Kolmogorov-Smirnov Test is obtained at 0,200, which is greater than 0,05, so it can be stated that the residual data is normally distributed. This result indicates that the sample data of the research variables comes from a normally distributed population, so that the normality assumption is met.

**Multicollinearity Test****Table 4 Multicollinearity Test Results**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,412	1,619		2,725	0,007		
	Work Life Balance	0,401	0,094	0,182	4,282	0,000	0,321	3,119
	Work Flexibility	0,195	0,062	0,130	3,119	0,002	0,337	2,969
	Career Development	0,971	0,065	0,694	14,842	0,000	0,266	3,760
a. Dependent Variable: Job Satisfaction								

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.4 above, It is known that the three independent variables, namely work life balance (X1) have a Tolerance value of  $0,321 > 0,1$  and a VIF value of  $3,119 < 10$ , work flexibility (X2) has a Tolerance value of  $0,337 > 0,1$  and a VIF value of  $2,969 < 10$ , and career development (X3) has a Tolerance value of  $0,266 > 0,1$  and a VIF value of  $3,760 < 10$ , so it is stated that the regression model does not have a correlation between the independent variables (X1, X2, X3) and is free from symptoms of multicollinearity.

**Heteroscedasticity Test****Table 5 Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,783	1,034		3,661	0,000
	Work Life Balance	-0,034	0,060	-0,081	-0,561	0,575
	Work Flexibility	-0,017	0,040	-0,061	-0,435	0,664
	Career Development	-0,013	0,042	-0,048	-0,304	0,762
a. Dependent Variable: ABS_RES						

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.5 above, it is known that the independent variables with absolute residual (Abs-Res), namely the work life balance variable (X1) has a significant value of 0,575, work flexibility (X2) has a significant value of 0,664, and career development (X3) has a significant value of 0,762. So, it can be concluded that the three independent variables (X1, X2, X3) have significant values greater than 0,05 so that it can be stated that there is no heteroscedasticity symptom.

**Multiple Linear Regression Testing****Table 6 Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,412	1,619		2,725	0,007
	Work Life Balance	0,401	0,094	0,182	4,282	0,000
	Work Flexibility	0,195	0,062	0,130	3,119	0,002
	Career Development	0,971	0,065	0,694	14,842	0,000
a. Dependent Variable: Job Satisfaction						

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.6 above, it is known that the results of the multiple linear regression test obtained a coefficient value for the work life balance variable (b1) of 0,401, a work flexibility coefficient (b2) of 0,195, and a career development coefficient (b3) of 0,971 with a constant coefficient value (a) of 4,412. From these data, the multiple linear regression equation model is obtained as follows:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3$$

$$Y = 4,412 + 0,401 x_1 + 0,195 x_2 + 0,971 x_3$$

Description:

Y = Dependent variable (Job Satisfaction)

X1 = Independent variable (Work Life Balance)

X2 = Independent variable (Work Flexibility)

X3 = Independent variable (Career Development)

a = Constant value (Constant)

b1, b2, b3 = Regression coefficient

The multiple linear regression equation model has the following meaning:

1. The constant coefficient value (a) of 4,412 indicates that if all independent variables, namely work life balance, work flexibility, and career development are considered not to contribute (zero value), then the predicted level of employee job satisfaction is 4,412 points.
2. The regression coefficient of the work life balance variable (b1) of 0,401 indicates that every 1 unit increase in work life balance will increase job satisfaction by 0,401 points, assuming other variables are constant. This value shows a positive and unidirectional influence, meaning that the better the work life balance, the level of employee job satisfaction also tends to increase.
3. The regression coefficient of the work flexibility variable (b2) of 0,195 indicates that every 1 unit increase in work flexibility will increase job satisfaction by 0,195 points, assuming other variables are constant. This shows that work flexibility has a positive influence on employee job satisfaction.
4. The regression coefficient of career development variable (b3) of 0,971 indicates that every 1 unit increase in career development will increase job satisfaction by 0,971 points,



assuming other variables remain constant. This value also shows a positive and strong relationship, so that career development plays an important role in increasing employee job satisfaction.

### Hypothesis Testing

#### t-Test (Partial)

**Table 7 Results of t-Test (Partial)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,412	1,619		2,725	0,007
	Work Life Balance	0,401	0,094	0,182	4,282	0,000
	Work Flexibility	0,195	0,062	0,130	3,119	0,002
	Career Development	0,971	0,065	0,694	14,842	0,000
a. Dependent Variable: Job Satisfaction						

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.7 above, it is known that the results of the t-test (partial) in this study are as follows:

#### 1. The Effect of Work Life Balance (X1) on Job Satisfaction (Y)

Based on the results of partial calculations, the work life balance variable has a significant value of  $<0,001$ , which is smaller than  $0,05$ , and the regression coefficient has a positive value of  $0,401$ . The calculated t value obtained is  $4,282$ , which is greater than the t table of  $1,97635$ . Based on these results, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) which states that "there is a partial influence between the Work Life Balance variable (X1) on the Job Satisfaction variable (Y)" is declared accepted.

#### 2. The Effect of Work Flexibility (X2) on Job Satisfaction (Y)

Based on the results of partial calculations, the work flexibility variable has a significant value of  $0,002$ , which is smaller than  $0,05$ , and the regression coefficient has a positive value of  $0,195$ . The calculated t value obtained is  $3,119$  which is greater than the t table of  $1,97635$ . Based on these results, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) which states that "there is a partial influence between the Work Flexibility variable (X2) on the Job Satisfaction variable (Y)" is declared accepted.

#### 3. The Effect of Career Development (X3) on Job Satisfaction (Y)

Based on the partial calculation results, the career development variable has a significant value of  $<0,001$ , which is smaller than  $0,05$ , and the regression coefficient has a positive value of  $0,971$ . The calculated t value obtained is  $14,842$ , which is greater than the t table of  $1,97635$ . Based on these results, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) which states that "there is a partial influence between the Career Development variable (X3) on the Job Satisfaction variable (Y)" is declared accepted.

## F Test (Simultaneous)

**Table 8 F Test Results (Simultaneous)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7648,317	3	2549,439	523,870	<,001 <sup>b</sup>
	Residual	710,517	146	4,867		
	Total	8358,833	149			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Career Development, Work Flexibility, Work Life Balance						

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.8 above, it is known that the calculated F value is 523,870 which is greater than the F table of 2,67 with a significant value of <0,001 which is less than 0,05, so it can be concluded that the regression model is significant simultaneously. Based on these results, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) which states that "the three independent variables, namely the Work Life Balance variable (X1), Work Flexibility (X2), and Career Development (X3) have a significant influence simultaneously on the Job Satisfaction variable (Y)" is declared accepted.

## Determination Coefficient Testing (Adjusted R Square)

**Table 9 Results of Determination Coefficient Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,957 <sup>a</sup>	0,915	0,913	2,206
a. Predictors: (Constant), Career Development, Work Flexibility, Work Life Balance				
b. Dependent Variable: Job Satisfaction				

Source: SPSS 29 output, data processed by researchers (2025)

Based on the data in table 3.9 above, it is known that the Adjusted R Square value is 0,913 indicating that 91,3% of the variation in the dependent variable, namely job satisfaction (Y) can be explained by the three independent variables, namely work life balance (X1), work flexibility (X2), and career development (X3). This value shows that the regression model is very strong in explaining job satisfaction based on the three independent variables. The remaining 8,7% is explained by other variables that are not included in the regression model.

**Discussion**

Based on the results of testing and data processing carried out by the author using the IBM SPSS 29.0.0.0 application, the following are the final conclusions obtained for each hypothesis in this study:

**1. The Effect of Work Life Balance (X1) on Job Satisfaction (Y)**

The results in this study indicate that the Work Life Balance (X1) variable has a positive and significant partial effect on Job Satisfaction (Y) of generation Z employees in regular weekend program students at Pelita Bangsa University. The results based on

the regression test show that the work life balance variable has a positive regression coefficient of 0,401. The results based on the t-test (partial) show a t-statistic value for the work life balance variable of  $4,282 > 1,97635$  with a significant value of  $<0,001 < 0,05$  so that the  $H_1$  is declared significant, meaning  $H_0$  is rejected and  $H_a$  is accepted.

## **2. The Effect of Work Flexibility (X2) on Job Satisfaction (Y)**

The results of this study indicate that the Work Flexibility variable (X2) has a positive and significant partial effect on Job Satisfaction (Y) of generation Z employees in regular weekend program students at Pelita Bangsa University. The results based on the regression test show that the work flexibility variable has a positive regression coefficient of 0,195. The results based on the t-test (partial) show the t-statistic value for the work flexibility variable is  $3,119 > 1,97635$  with a significant value of  $0,002 < 0,05$  so that the  $H_2$  is declared significant, meaning  $H_0$  is rejected and  $H_a$  is accepted.

## **3. The Effect of Career Development (X3) on Job Satisfaction (Y)**

The results of this study indicate that the Career Development variable (X3) has a positive and significant partial effect on Job Satisfaction (Y) of generation Z employees in regular weekend program students at Pelita Bangsa University. The results based on the regression test show that the career development variable has a positive regression coefficient of 0,971. This means that career development is the strongest and most dominant variable in increasing job satisfaction. The results based on the t-test (partial) show a t-statistic value for the career development variable of  $14,842 > 1,97635$  with a significant value of  $<0,001 < 0,05$  so that the  $H_3$  is declared significant, meaning  $H_0$  is rejected and  $H_a$  is accepted.

## **4. The Effect of Work Life Balance (X1), Work Flexibility (X2), and Career Development (X3) on Job Satisfaction (Y)**

The results of this study indicate that the variables Work Life Balance (X1), Work Flexibility (X2), and Career Development (X3) have a significant simultaneous effect on Job Satisfaction (Y) of generation Z employees in regular weekend program students at Pelita Bangsa University. The results based on the F test (simultaneous) show a calculated F value of  $523,870 > 2,67$  with a significant value of  $<0,001 < 0,05$  so that the  $H_4$  is declared significant, meaning  $H_0$  is rejected and  $H_1$  is accepted. This means that the overall regression model is valid and suitable for use to explain job satisfaction in generation Z student workers. The results of the determination coefficient test show an adjusted R square value of 0,913, which means that 91,3% of the variation in job satisfaction can be explained by the three variables simultaneously, which is classified as very strong.

## **5. Conclusion**

Based on the findings of the research results and discussions that have been described in the previous chapter, the researcher can draw the following conclusions:

1. Work life balance has a significant positive effect partially on the job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University.

2. Work flexibility has a significant positive effect partially on the job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University.
3. Career development has a significant positive effect partially on the job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University.
4. Work life balance, work flexibility, and career development have a significant influence simultaneously on the job satisfaction of generation Z employees in regular weekend program students at Pelita Bangsa University.

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