The Influence of Work-Life Balance and Perceptions of Employee Relations on The Well-Being of Generation Z Employees in The City of Bandung

¹Elsa Hasna Riskian, ²Mukaram

[1,2]Business Administration, Politeknik Negeri Bandung, Indonesia
*Email: mukaram@polban.ac.id

ARTICLE INFO	ABSTRACT
Keywords: Work-Life Balance Employee Relations Employee Well-being	**PURPOSE -** Finding out how work-life balance and employee relations perspectives impact the wellness of Generation Z employees in Bandung is the aim of this study. **METHODOLOGY -** The quantitative research methodology makes use of two data analysis techniques: multiple linear regression and descriptive statistics. Questionnaires were sent as part of the data collection methods. The sample used amounted to 222 respondents. Sampling using purposive sampling with the criteria of Generation Z employees who have worked for at least 6 months. **FINDING -** According to the study's findings, work-life balance and opinions about employee interactions both significantly and favorably impact workers' well-being.

INTRODUCTION

Technology and socio-economic changes are progressing, leading to the transformation of the field of work. Organizations must develop smart strategies to maintain innovation and productivity to survive the competition. Despite the rapid development of technology, human contribution still plays an important role in running a business. Organizations must ensure that employees achieve company goals with their best efforts (Saraswati & Lie, 2020). The primary resource that contributes to the utilization of an organization's resources is its human capital. Every organization has objectives to fulfill. Therefore, achieving these goals requires optimal quality and performance of organizational resources (Sarumaha, 2022).

Employee well-being is a critical determinant of both long-term organizational effectiveness and worker productivity. According to some experts, employee well-being is linked to professionalism, higher compensation, increased loyalty, and productivity (Stankevičienė et al., 2021). In the business environment, well-being becomes a broader issue. Well-being refers to physiological and mental health. Employee well-being needs to pay attention to health, happiness, and job satisfaction (Stein & Vincent-Höper, 2020).

In the last decade, well-being research has seen the development of a new employee well-being model that combines subjective and psychological well-being for a more comprehensive study (Darmawan & Dwarawati, 2023). Based on research conducted by Mudrak et al. (2018), well-being can have a negative effect due to conflicts between work and life outside work. Businesses must therefore think about how to accomplish work-life balance.

Because of technology improvements that have made it harder to distinguish between the work and non-work realms, work-life balance is becoming more and more vital, increased

dual-income families and single-parent households, and longer working hours that result in more conflicts between work and family (Bakar, 2024). Work-life balance has a substantial impact on employees' well-being, according to research. Behavior to balance obligations in the face of job demands affects work-life balance. If employees do this, they can feel the enjoyment they should enjoy in their personal lives, such as family and hobbies (Saraswati & Lie, 2020). Work-life balance and well-being are very favorably connected. Better well-being is regularly linked to a better work-life balance (Bakar, 2024).

Because Generation Z expects a work-life balance, they are more likely to experience stress. Generation Z focuses on mental well-being and is often considered less tolerant of excessive work pressure or overly competitive work environments. Mental health is a factor for Generation Z, so they will avoid work environments that are too demanding and stressful (Putra, 2024).

According to Iswenda (2024) Generation Z has different characteristics from other generations, who expect more stability and loyalty from a company. Generation Z considers self-development, mental well-being, and a suitable work environment in their work. They do not hesitate to resign if there are things that they cannot accept in the workplace. A comfortable work environment is the main reason why Generation Z is comfortable in their workplace. A comfortable work environment for Generation Z not only focuses on physical facilities, but also relationships between coworkers and work culture. The comfort gained at work allows Generation Z to express themselves well and work more productively without excessive pressure.

The non-physical and physical work settings are the two categories of work environments. The relationship between subordinate leaders and coworkers is included in the non-physical environment (Mahawati et al., 2021). The non-physical environment—that is, the interactions between superiors, subordinates, and coworkers—will be the main emphasis of this study. The main focus that will be studied is on employee perceptions of employee relations, namely employee assessments of the relationship between employees and coworkers and superiors in the workplace.

The effect of work-life balance on well-being has been the subject of numerous earlier studies. However, not much research has been done on the relationship between employee relations viewpoints and work-life balance, particularly with regard to Bandung City's Generation Z. Bandung is the capital city of a province that consists of various industries, most of which still implement an office work system with daily working hours that must be obeyed by employees. This disorder may affect how employees view work-life balance and the quality of relationships at work. Thus, it is crucial to carry out this study to investigate how work-life balance and employee relations perspectives may impact the well-being of Bandung City's Generation Z workforce.

LITERATURE REVIEW

Work-Life Balance

According to the conservation of resources theory, people are naturally motivated to get, preserve, and safeguard valuable resources, which can be roughly classified as things, circumstances, individual traits, and energy. Work-life balance is the ability to balance one's personal and professional commitments without allowing one to adversely impact the other. According to COR theory, work-life balance is essential for both employee well-being and business performance. Work-life balance is a complex idea that is influenced by organizational, individual, and cultural factors. To establish work-life dynamics that are both fulfilling and sustainable, it is necessary to understand how personal resources, support networks, and workplace demands interact (Fayaz & Gulzar, 2024). Work-life balance indicators consist of three

such as work interference with personal life, personal life interference with work, and work personal life enhancement (Soni & Bakhru, 2019).

Employee Relations

Positive relationships between employees and their supervisors or coworkers are essential for business growth, success, and job happiness. These interactions affect not just the individuals but also the organization (Staniec, 2021). Employee relations refer to positive relationships between two or more individuals involved in reciprocal relationships in terms of social dimensions and organizational authority. Employee relations, broadly speaking, refers to how businesses engage with their workforce, including the caliber of interactions between staff members and their managers (Bulińska-Stangrecka & Bagieńska, 2020). Irmayanti et al. (2022) define employee relations as a framework of relationships between employees who have contributed to the satisfaction of productivity, motivation, and morale, with company leaders maintaining good relations. Employee relationship indicators consist of relationships with coworkers, mutual support, and the organization as a community (Bulińska-Stangrecka & Bagieńska, 2020).

Well-Being

Well-being is analyzed from various perspectives. According to the macro perspective, environmental issues, poverty rate, and life expectancy are all part of employee well-being. Three primary criteria are used to evaluate an individual's quality of life and work: psychological, social, and physical. From a personal perspective, well-being includes both subjective and psychological components. A condition of well-being that influences many facets of life, including work activities and job responsibilities, includes feeling happy, healthy, and content (Juchnowicz & Kinowska, 2021). Employee well-being accelerates organizational success by preventing productivity declines and reducing the cost of insufficient health insurance (Rasool et al., 2021). Well-being indicators consist of purpose, relationships, community, and health (Juchnowicz & Kinowska, 2021).

Conceptual Framework

The conceptual framework for this study is depicted in Figure 1 below, which explains the connection between work-life balance and employee relations perspectives on employee well-being.
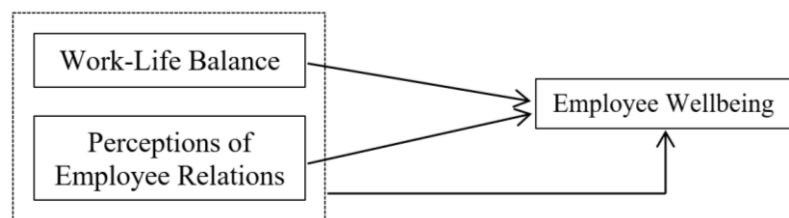

Figure 1. Conceptual Framework

METHODOLOGY

The method used in this research is quantitative. The sampling technique used was purposive sampling, using the criteria of Generation Z employees who had worked in Bandung City for at least 6 months. The sample collected was 222 people. Data collection was carried out using a questionnaire distribution. The results of data collection will be processed using SPSS with descriptive statistical analysis techniques and multiple linear regression analysis. The study used a Likert scale of 1-5 with a score of 1 'strongly disagree' and a score of 5 'strongly agree'. Measurement items on work-life balance variables are measured by 3 indicators adopted from

Soni & Bakhru (2019). Employee relations perception is measured by 3 indicators, which are adopted from Bulińska-Stangrecka & Bagieńska (2020). Employee well-being is measured using 4 indicators adopted from Juchnowicz & Kinowska (2021).

RESULTS AND DISCUSSION

Description of Respondents

The following traits of the research participants are shown in Table 1, which is based on the distribution of questionnaire data among 222 Generation Z employees in Bandung City.

Table 1. Characteristics of Respondents

Gender		15-20 Years Old	21-25 Years Old	26-29 Years Old	Count
Male	Count	11	82	8	101
Female	Count	7	103	11	121
Count	Count	18	185	19	222

Department		Staff	Supervisor	Manager	Count
HR	Count	48	3	0	51
Finance	Count	20	1	0	21
Marketing	Count	71	7	1	79
Operational	Count	16	1	0	17
Technology dan Information	Count	13	1	1	15
Research and Development	Count	10	1	0	11
Administration	Count	25	0	0	25
Purchasing	Count	1	1	1	3
Total	Count	204	15	3	222

Work Experience		WFO	Hybrid	Remote	Count
6 Month - 1 Year	Count	112	35	5	152
1-3 Year	Count	33	13	4	50
>3 Year	Count	17	2	1	20
Count	Count	162	50	10	222

Source: Data Processed

The majority of respondents in this survey were female (121 respondents), with 185 respondents being between the ages of 21-25 years, working in staff positions as many as 204 people, working in the marketing department as many as 79 respondents, the company's work system implemented Work from Office as many as 162 respondents, and the respondent's work experience for 6 months–1 year as many as 152 respondents.

Validity Test

The correlation between each variable item and the total item was used to conduct the validity test. Since the Pearson Correlation value is greater than 0.3, all statement items are deemed valid. This is consistent with Chaniago et al. (2023), The questionnaire item is deemed legitimate if the correlation result is >0.3.

Table 2. Validity Test Results

Indicators		Count	Description
Work Interference with Personal Life	Pearson Correlation	.581**	Valid
	Pearson Correlation	.690**	Valid
	Pearson Correlation	.721**	Valid

Personal Life Interference with Work	Pearson Correlation	.680**	Valid
	Pearson Correlation	.729**	Valid
	Pearson Correlation	.678**	Valid
Work personal life Enhancement	Pearson Correlation	.450**	Valid
	Pearson Correlation	.352**	Valid
Relationship with Co-Workers	Pearson Correlation	.622**	Valid
	Pearson Correlation	.723**	Valid
	Pearson Correlation	.662**	Valid
Mutual Support	Pearson Correlation	.668**	Valid
	Pearson Correlation	.640**	Valid
	Pearson Correlation	.631**	Valid
Organizations as a Community	Pearson Correlation	.640**	Valid
	Pearson Correlation	.759**	Valid
	Pearson Correlation	.610**	Valid
Purpose	Pearson Correlation	.658**	Valid
	Pearson Correlation	.641**	Valid
	Pearson Correlation	.715**	Valid
Relationships	Pearson Correlation	.555**	Valid
	Pearson Correlation	.627**	Valid
	Pearson Correlation	.699**	Valid
Community	Pearson Correlation	.597**	Valid
	Pearson Correlation	.570**	Valid
	Pearson Correlation	.651**	Valid
Health	Pearson Correlation	.608**	Valid
	Pearson Correlation	.553**	Valid
	Pearson Correlation	.575**	Valid

Source: Data Processed

Reliability Test

The Cronbach's Alpha value is examined in order to perform the reliability test. The variable questionnaire items are considered dependable and appropriate for use if the Alpha Cronbach's value is ≥ 0.7 (Chaniago et al., 2023). For use in additional analysis, every variable in this study is reliable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Life Balance	0.774	8
Perceptions of Employee Relations	0.83	9
Employee Wellbeing	0.85	12

Source: Data Processed

Normality Test

The probability value is examined in order to perform the normalcy test. The results of the normality test using the Kolmogorov-Smirnov Test technique show that the data's probability value is 0.200, indicating that the data is normally distributed. The information is regarded as regularly distributed if the p-value is >0.05 (Sahir, 2022).

Table 4. Normality Test Results

		Unstandardized Residual
N		222
Normal Parameters[a,b]	Mean	0
	Std. Deviation	3.75258667
Most Extreme Differences	Absolute	0.046
	Positive	0.042
	Negative	-0.046
Test Statistic		0.046
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	0.287
	99% Confidence Interval — Lower Bound	0.276
	99% Confidence Interval — Upper Bound	0.299

Source: Data Processed

Heteroscedasticity Test

Finding out if the variance of the residuals is unequal is the goal of the heteroscedasticity test. The results of the heteroscedasticity test show that neither the work-life balance variable nor the employee relations perception variable show any signs of heteroscedasticity, with a significance value of 0.100 and 0.090, respectively. In the event that the significance value is >0.05, the data is considered to be heteroscedastic (Sahir, 2022).

Table 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.644	0.911		5.096	0
Work Life Balance	-0.04	0.025	-0.119	-1.651	0.1
Perceptions of Employee Relations	-0.04	0.023	-0.122	-1.7	0.09

Source: Data Processed

Multicollinearity Test

The multicollinearity test is used to ascertain whether the independent variables have a substantial association with one another. It may be concluded that there is no multicollinearity in the data because the tolerance values for the work-life balance variable and the perception of employee relations are both 0.847 and the VIF value is 1.181. If the tolerance value is near zero

and the VIF value is >10, the data is considered to be free of multicollinearity symptoms (Sahir, 2022).

Table 6. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Life Balance	0.847	1.181
	Perceptions of Employee Relations	0.847	1.181

Source: Data Processed

Descriptive Statistical Analysis

Descriptive statistical analysis is used to give an overview of work-life balance factors, employee relations perspectives, and the well-being of Generation Z workers in Bandung City. Descriptive statistical assessment is based on respondents' questionnaire answers and will be categorized based on Table 7.

Table 7. Scale Category

Scale		Category
1,00	1,80	Very Bad
1,80	2,60	Bad
2,60	3,40	Adequate
3,40	4,20	Good
4,20	5,00	Very Good

Source: Data Processed

The following table 8 shows the results of the descriptive statistics of the work-life balance variable, which shows an overall average value of 3.8463, which can be categorized as "good". The average standard deviation of 0.99669, when divided by the number of questionnaire scales, namely 5, results in 20%, which means that the respondents' answers to the statement items on the work-life balance variable have similarities (Chaniago et al., 2023).

Table 8. Results of Descriptive Statistics of Work-Life Balance

Indicators	N	Mean	Std. Deviation	Category
Work Interference with Personal Life	222	3.8018	1.06612	Good
Personal Life Interference with Work	222	3.4489	1.15847	Good
Work personal life Enhancement	222	4.2883	0.76547	Very Good
Mean		3.8463	0.99669	Good

Source: Data Processed

The findings of the employee relations perception variable's descriptive statistics are displayed in Table 9, which shows an overall average value of 4.1827, which can be categorized as "good". The average standard deviation value of 0.7616, when divided by the number of questionnaire scales, namely 5, results in 15% or less than 20%, Consequently, it can be concluded

that the respondents' responses to the employee relations perception variable's statement items are identical (Chaniago et al., 2023).

Table 9. Results of Descriptive Statistics of Employee Relations

Indicators	N	Mean	Std. Deviation	Category
Relationship with Co-Workers	222	4.2748	0.7090	Very Good
Mutual Support	222	4.2568	0.7186	Very Good
Organizations as a Community	222	4.0165	0.8573	Good
Mean		4.1827	0.7616	Good

Source: Data Processed

Table 10 shows the results of descriptive statistics of employee well-being variables, which show an overall average value of 4.1576, which can be categorized as "good". The average standard deviation value of 0.7810, when divided by the number of questionnaire scales, namely 5, results in 16% or less than 20%. It can be concluded that the respondents' answers to the employee wellbeing variable statement items have the same answer (Chaniago et al., 2023).

Table 10. Results of Descriptive Statistics of Employee Relations

Indicators	N	Mean	Std. Deviation	Category
Purpose	222	4.1877	0.7572	Good
Relationships	222	4.2177	0.7590	Very Good
Community	222	4.2282	0.7237	Very Good
Health	222	3.9970	0.8841	Good
Mean		4.1576	0.7810	Good

Source: Data Processed

Partial Hypothesis Test (T Test)

Table 11 indicates that the work-life balance variable has a significance value of 0.011, and the perception of employee relations is 0.000. Since both are <0.05, it can say that work-life balance and employee relations factors have a big influence on employee well-being.

Table 11. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.938	1.348		18.499	0
	Work Life Balance	0.093	0.036	0.113	2.573	0.011
	Perceptions of Employee Relations	0.588	0.035	0.749	16.981	0

Source: Data Processed

Simultaneous Hypothesis Test (F Test)

With a significant value of 0.000 <0.05, Table 12 shows that the work-life balance variable and the perception of employee relations have a joint (simultaneous) impact on the employee well-being variable.

Table 12. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2771.834	2	1385.917	194.378	.000[b]
	Residual	1561.47	219	7.13		
	Total	4333.304	221			

Source: Data Processed

Multiple Linear Regression Analysis

Table 13. Multiple Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.938	1.348		18.499	0,000
	Work Life Balance	0.093	0.036	0.113	2.573	0.011
	Perceptions of Employee Relations	0.588	0.035	0.749	16.981	0,000

Source: Data Processed

The following regression equation is derived from Table 13:

$Y = 24{,}938 + 0{,}093X_1 + 0{,}588X_2$

The following deductions can be made using this equation:

1. If both the work-life balance variable (X_1) and the perception of employee relations (X_2) are zero, the resulting constant value is 24.938, indicating that the employee well-being variable (Y) is 24.938.
2. The work-life balance (X_1) regression coefficient value is positive at 0.093, which means that if the X_1 variable increases by one point, the employee well-being variable (Y) will increase by 0.093.
3. The employee well-being variable (Y) will improve by 0.588 for every unit increase in the employee relations perception variable (X_2), which has a positive coefficient value of 0.588.

Coefficient of Determination

According to Table 14, the R Square value is 0.640, meaning that 64% of the employee well-being variable is driven by the work-life balance and perception of employee relations factors, with the remaining 36% coming from other variables not included in the study.

Table 14. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800[a]	0.64	0.636	2.67021

Source: Data Processed

DISCUSSION

The Effect of Work-Life Balance on Employee Well-being

The results of the t-test demonstrate that work-life balance significantly and positive affects the well-being of Bandung's Generation Z workforce. Employees can perform their jobs as effectively as possible in both their personal and professional lives when they have a work-life balance. Employees who have time for themselves and do not get excessive pressure tend to have a more stable psychology and can work well every day. Considering the findings of the descriptive statistical study, Generation Z employees in Bandung City are satisfied with their work because it has a positive impact on their personal lives, but on the other hand, when the workload is high, it slightly interferes with their time for family or friends. In addition, because most employees are unmarried and at a young age, the demands of personal life do not bother them too much while working.

The indicator with the highest average value is Work Personal Life Enhancement which shows that generation Z employees in Bandung City are satisfied with their work because it has a positive impact on their personal lives. The indicator with the lowest average value is the Personal Life Interference with Work indicator, which shows that personal demands or personal problems do not make it difficult for Generation Z employees in Bandung City to work. This supports a study by Haar et al. (2024), that shows young workers are more likely to benefit from work-life balance and it significantly affects their well-being. Employees that successfully balance their personal and work lives will build lasting relationships, which will ultimately improve their well-being. Compared to stress from work pressure, stress from attempting to strike a work-life balance has a greater positive impact on well-being (Saraswati & Lie, 2020). This demonstrates how work-life balance has a major impact on employees' well-being. Working hours are one element that influences work-life balance. Bandung City employees find it difficult to manage work and leisure time when their workloads are high. This is due to the fact that the majority of employees operate under an office-based work paradigm, which means that as workloads rise, so do working hours, which eventually impacts personal time. According to this study, one of the elements affecting work-life balance is working hours, which is in line with findings by Jayasingam et al. (2023). The results of the study show that long workdays have a detrimental effect on employees' personal lives and performance, with work disruption being the worst effect. Workers with a poor work-life balance struggle to focus at work or experience issues at home because of their jobs. As a result, it is critical that businesses encourage work-life balance among their personnel.

The Effect of Perceptions of Employee Relations on Employee Well-being

The findings of the t-test indicate that the well-being of Generation Z workers in Bandung is positively and significantly impacted by perceived employee interactions. Employees who feel they have healthy work relationships tend to feel safe, comfortable, and more committed to their duties and responsibilities in the company. This can provide emotional balance and reduce stress during work. According to the findings of the descriptive statistical analysis, Bandung's Generation Z employees have positive working relationships, communicate well with their colleagues, support one another when a colleague is struggling, and encourage one another, making the workplace a pleasant place for them to work.

Relationships with coworkers are the indication with the highest average value, indicating that Bandung's Generation Z employees get along well with their coworkers.

Organizations as a community is the indication with the lowest mean score, indicating that employees view their workplace as enjoyable but not to the point where they view it as a family. After all, the company is a formal place, where, of course, there are still boundaries that must be maintained by employees. According to research by Bulińska-Stangrecka & Bagieńska (2021), employee relations have a positive and significant impact on job satisfaction. This is mediated by mutual trust, which enhances connections among coworkers and ultimately results in satisfaction. Employees will experience emotional stability, comfort, and contentment if they are happy at their workplace, which eventually results in their well-being.

Employee contentment with their jobs and workplace is a sign of well-being. Generation Z employees in Bandung have good relationships with their coworkers at the company, making them feel that their work environment is pleasant. This positive feeling will make employees feel happy and satisfied with their work. To improve employee relations, companies need to develop a program that can enhance employees' trust in their superiors or colleagues. This aligns with research conducted by (Sahoo & Sahoo, 2019), which found that one way to improve employee relations is through fairness, conflict management, and trust among individuals to create a pleasant work environment. Positive employee relations are closely linked to employee well-being within the company and can improve employee performance. Positive work relationships, based on respect and recognition of employees' skills, can enhance satisfaction, which in turn improves employee performance (Arimie & Oronsaye, 2020).

The findings of this study cannot be applied to all employee age groups. Future research could therefore compare generations of employees in various age groups to determine whether there are notable changes between age groups in order to make the study more thorough. Other variables could also be included in future studies to see what variables can affect employee well-being.

CONCLUSIONS AND SUGGESTIONS

The findings demonstrated that the well-being of Generation Z workers in Bandung is positively and significantly impacted by work-life balance. Generation Z employees in Bandung city feel satisfied with their work. Employees who are young and unmarried tend not to have high personal burdens, so they can still focus on working well. Even if they are still able to combine their personal and professional lives, they would rather spend less time with friends and family when they have a lot of work to do. However, when the workload is not too high, they can still feel the work-life balance, so that employees' psychology tends to be more stable, which in turn will lead to higher morale. Furthermore, the way that employee relations are perceived in Bandung has a favorable and noteworthy impact on the well-being of Generation Z workers. Employees with positive work relationships and a comfortable work environment will feel happy at work, so they have the motivation to work well every day. At the same time, the well-being of Generation Z workers in Bandung is positively and significantly impacted by both work-life balance and perceived employee relations. Suggestions for future research include expanding the research subjects can be expanded by comparing several generations. This is because the age of each employee is different and also comes from different generations, which, of course, have different characteristics. In addition, researchers can consider other variables that have the potential to affect employee well-being, so that research becomes more complex.

REFERENCE

Arimie, J. C., & Oronsaye, A. O. (2020). Assessing Employee Relations and Organizational Performance : A Literature Review. International Journal of Applied Research in Business and Management, 01(01), 1–17. https://doi.org/10.51137/ijarbm.2020.1.1.1

Bakar, A. Y. A. (2024). The Application of 'Work-Life Balance' in Relation With Employees' Well-Being: An Exploratory Study. Journal of Law and Sustainable Development, 12(2), 1–20. https://doi.org/10.55908/sdgs.v12i2.3243

Bulińska-Stangrecka, H., & Bagieńska, A. (2020). Intangible Resources For an Organization's Sustainability Potential. Entrepreneurship and Sustainability Issues, 8(1), 741–761. https://doi.org/10.9770/jesi.2020.8.1(50)

Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The Role of Employee relations in Shaping Job Satisfaction as an Element Promoting Positive Mental Health at Work in The Era of Covid-19. Environmental Research and Public Health, 18(4), 1903. https://doi.org/10.3390/ijerph18041903

Chaniago, H., Muharam, H., & Efawati, Y. (2023). Metode Riset Bisnis dan Permodelan. PT Edukasi Riset Digital.

Darmawan, S. A., & Dwarawati, D. (2023). Pengaruh Work Life Balance Terhadap Employee Well-Being Pada Guru SLB. Jurnal Riset Psikologi, 3(2), 131–138. https://doi.org/10.29313/jrp.v3i2.2952

Fayaz, I., & Gulzar, F. (2024). Thrive, Don't Survive : Building Work-Life Balance with Family Support , Grit and Self-Efficacy. IIMT Journal of Management. https://doi.org/10.1108/IIMTJM-05-2024-0057

Haar, J., Harris, C., & Myers, B. (2024). The Effects of Work-Life Balance on The Well-Being of Older Workers: Same-Same or Same-Different? International Journal of Manpower, 45(3), 484–499. https://doi.org/10.1108/IJM-04-2022-0181

Irmayanti, N. W. D., Widiana, I. N. W., & Wulandari, L. P. A. (2022). Pengaruh Employee Relation Terhadap Kinerja Karyawan Pada Jimmy Butcher Urban Store. Jurnal Ilmiah Satyagraha, 5(2), 113–119. https://doi.org/10.47532/jis.v5i2.425

Iswenda, B. A. (2024). Lingkungan Kerja yang Nyaman Buat Gen Z Enggan Resign. Goodstats.Id. https://goodstats.id/article/lingkungan-kerja-yang-nyaman-membuat-gen-z-enggan-resign-ssziB

Jayasingam, S., Lee, S. T., & Mohd Zain, K. N. (2023). Demystifying The Life Domain in Work-Life Balance: A Malaysian Perspective. Current Psychology, 42(1), 1–12. https://doi.org/10.1007/s12144-021-01403-5

Juchnowicz, M., & Kinowska, H. (2021). Employee Well-Being and Digital Work During the COVID-19 Pandemic. Information, 12(8), 293. https://doi.org/10.3390/info12080293

Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyatinur, Q., Sesilia, A. P., Mayasari, I., Dewi, I. K., & Bahri, S. (2021). Analisis Beban Kerja Dan Produktivitas Kerja. In Yayasan Kita Menulis. Yayasan Kita Menulis.

Mudrak, J., Zabrodska, K., Kveton, P., Jelinek, M., Blatny, M., Solcova, I., & Machovcova, K. (2018). Occupational Well-being Among University Faculty: A Job Demands-Resources Model. Research in Higher Education, 59(3), 325–348. https://doi.org/10.1007/s11162-017-9467-x

Putra, R. A. (2024). Budaya Kerja Gen Z: Membangun Lingkungan Kerja yang Lebih Fleksibel dan Berarti. Djpb.Kemenkeu.Go.Id. https://djpb.kemenkeu.go.id/kppn/sijunjung/id/data-publikasi/artikel/3161-budaya-kerja-gen-z-membangun-lingkungan-kerja-yang-lebih-fleksibel-dan-berarti.html

Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects The Employee Engagement: The Mediating Eole of Organizational Support and Employee Wellbeing. International Journal of Environmental Research and Public Health, 18(5), 2294.
https://doi.org/10.3390/ijerph18052294

Sahir, S. H. (2022). Metodologi Penelitian. KBM Indonesia.

Sahoo, R., & Sahoo, C. K. (2019). Organizational Justice, Conflict Management and Employee Relations: The Mediating Role of Climate of Trust. International Journal of Manpower, 40(4), 783–799. https://doi.org/10.1108/IJM-12-2017-0342

Saraswati, K. D. H., & Lie, D. (2020). Psychological Well-Being: The Impact of Work-Life Balance and Work Pressure. Advances in Social Science, Education and Humanities Research, 478, 580–587.
https://doi.org/10.2991/assehr.k.201209.089

Sarumaha, W. (2022). Pengaruh Budaya Organisasi dan Kompetensi Terhadap Kinerja Pegawai Pada Kantor Camat Telukdalam Kabupaten Nias Selatan. Ilmiah Mahasiswa Nias Selatan, 5(1), 20–26. https://jurnal.uniraya.ac.id/index.php/jim

Soni, P., & Bakhru, K. M. (2019). Understanding Triangulated Collaboration of Work-Life Balance, Personality Traits and Eudaimonic Well-Being. Problems and Perspectives in Management, 17(2), 63–82.
https://doi.org/10.21511/ppm.17(2).2019.05

Staniec, I. (2021). The Nature of Employee – Organization Relationships at Polish Universities under Pandemic Conditions. Information, 12(4), 174.
https://doi.org/10.3390/info12040174

Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). The Mediating Effect of Work-Life Balance on The Relationship Between Work Culture and Employee Well-Being. Journal of Business Economics and Management, 22(4), 988–1007.
https://doi.org/10.3846/jbem.2021.14729

Stein, M., & Vincent-Höper, S. (2020). Transformational Leadership and Emotional Exhaustion: A Conservation of Resources Perspective. Paper Presented at the Academy of Management Proceedings.
https://doi.org/10.5465/AMBPP.2020.144