

# Amanda Rizky

## The Effect of Work-Life Balance, Self-Esteem, and Work Motivation, on Organizational Commitment of Gen Z Employees

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# The Effect of Work-Life Balance, Self-Esteem, and Work Motivation, on Organizational Commitment of Gen Z Employees

Vanessa Angelica Hotama, Amanda Setiorini\*

Universitas Multimedia Nusantara

\*Corresponding Author

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## ABSTRACT

This study examines the impact of Work-Life Balance, Self-Esteem, and Work Motivation on Organizational Commitment among Gen Z employees. Using a quantitative approach, data were collected from 224 Gen Z employees in Tangerang through purposive sampling. The data were analyzed using multiple linear regression in IBM SPSS version 30. Self-Esteem ( $\beta = X$ ,  $p < 0.05$ ) and Work Motivation ( $\beta = Y$ ,  $p < 0.05$ ) significantly impact Organizational Commitment, while Work-Life Balance ( $\beta = Z$ ,  $p > 0.05$ ) does not. This suggests that organizations should focus on enhancing Self-Esteem and Work Motivation to increase the commitment of Gen Z employees. The study provides implications for companies to adopt strategies that foster personal growth and motivation, helping to retain and engage this generation in the workplace.

**Keywords:** Work life balance, Self-esteem, Work motivation, Organizational commitment, Gen Z.

## INTRODUCTION

The emergence of Generation Z (Gen Z) in the workforce has created new challenges and opportunities for organizations globally. Born between the mid-1990s and early 2010s, Gen Z employees bring a distinct set of expectations and values to their workplace. Unlike previous generations, they prioritize flexibility, personal development, and a sense of purpose over traditional markers of job stability, such as long-term tenure and loyalty to a single company. This shift in expectations raises the question of how organizations can foster Organizational Commitment in Gen Z employees, given their frequent job changes and evolving career goals.

Work-life balance, self-esteem, and work motivation are key factors influencing organizational commitment. Previous studies highlight the importance of these factors in enhancing employee engagement and retention. However, there is limited research focusing specifically on Gen Z. This is particularly relevant in the context of Indonesia, where Gen Z is becoming a dominant force in the workforce, yet organizations struggle to retain this generation.

According to Statistics Indonesia data from 2022, Indonesia has approximately 22.5 million people aged between 20 and 24, representing Generation Z. This demographic trend suggests that Indonesia is entering a demographic dividend phase, with a particularly dominant working-age population. Gen Z in Indonesia is growing amidst rapid technological advances and social dynamics, shaping unique characteristics such as high connectivity, awareness of mental health, and a desire for work flexibility.

A 2024 survey revealed that 92% of Gen Z in Indonesia consider work-life balance an important factor when choosing an employer, and 68% prioritize a safe and supportive work environment, while 59% highly value career development opportunities. These findings show that organizations must understand Gen Z's preferences and values to design better engagement and retention strategies.

Given Indonesia's demographic and cultural changes in the workforce, this study is increasingly relevant. This research explores how work-life balance, self-esteem, and work motivation affect organizational



commitment among Gen Z employees in the Tangerang region.

Work-life balance is crucial for preventing burnout and improving employee satisfaction. For Gen Z, this factor is particularly important as they seek jobs that offer flexibility in terms of working hours, location, and personal growth opportunities. Similarly, Self-esteem plays a pivotal role in fostering organizational commitment. High self-esteem promotes confidence, emotional attachment, and a sense of belonging to the organization. Furthermore, Work motivation, both intrinsic and extrinsic, is a significant predictor of organizational loyalty and dedication.

Despite the increasing interest in these areas, studies specifically examining how these factors interact and influence the organizational commitment of Gen Z employees are still scarce. This paper aims to address this gap by examining how Work-life balance, Self-esteem, Work motivation, and Organizational commitment relate to Gen Z employees in the Tangerang area.

The main objectives of this study are:

1. To analyze the impact of Work-life balance on Organizational commitment among Gen Z employees.
2. To assess how Self-esteem influences Organizational commitment in this group.
3. To explore the role of Work motivation in fostering organizational commitment.
4. To evaluate whether Work-life balance, Self-esteem, and Work motivation have a combined effect on Organizational commitment.

By addressing these objectives, this study contributes valuable insights for organizations looking to enhance the engagement and retention of Gen Z employees, offering practical recommendations for HR strategies that align with their values and expectations.

## LITERATURE REVIEW

The workplace dynamics are increasingly shaped by the expectations and characteristics of Generation Z (Gen Z), which includes individuals born between the mid-1990s and the early 2010s. Gen Z employees differ from their predecessors (Millennials, Gen X, and Baby Boomers) in terms of their values, expectations, and motivations within the workplace. Research shows that Gen Z is more focused on personal development, work-life balance, and meaningful work rather than long-term career stability. This section reviews the literature on Work-Life Balance, Self-Esteem, and Work Motivation, and their influence on Organizational Commitment, particularly for Gen Z employees.

### Work Life Balance

Work-life balance refers to the equilibrium between the demands of work and personal life, allowing individuals to meet their personal responsibilities and maintain a healthy lifestyle. For Gen Z, work-life balance is a crucial factor that significantly influences their job satisfaction and commitment to an organization. Unlike previous generations, Gen Z employees often prioritize flexibility in terms of working hours, location, and opportunities for personal development outside the professional environment.

In Indonesia, this priority is strongly reflected in recent surveys, with 92% of Gen Z respondents stating that work-life balance is important, and 74% acknowledging it as essential for maintaining mental health.

Additionally, 69% believe it enhances their motivation at work, while others see it as key to reducing stress and improving social relationships. For Gen Z in Indonesia, work-life balance is not just about managing time, but also about well-being and emotional sustainability. Despite this, the study found that work-life balance did not significantly affect organizational commitment. While valued, it may not lead to long-term loyalty unless combined with other motivational and emotional factors.

Numerous studies have emphasized the importance of work-life balance in improving employee engagement and reducing burnout. According to Lazar et al. (2010), work-life balance positively impacts the mental well-being of employees by reducing stress and preventing burnout. Similarly, Sirgy & Lee (2017) argue that

employees with a good work-life balance experience greater job satisfaction and higher levels of commitment to their organization. However, in the context of Gen Z, the flexibility of work arrangements and the ability to balance personal and professional lives are seen as more significant than ever before. This flexibility helps attract and retain younger employees, who are more likely to leave jobs that don't meet their work-life expectations.

Despite the significance of work-life balance, some research suggests that the relationship between work-life balance and organizational commitment may not always be straightforward. Popoola & Fagbola (2020) found that while work-life balance influences employee well-being, its direct effect on organizational commitment may be weaker in some contexts. This highlights the need for further investigation into the specific conditions under which work-life balance influences organizational commitment for Gen Z employees.

### Self-Esteem

Self-esteem refers to the positive or negative evaluation of oneself, based on personal achievements, recognition, and social acceptance. Self-esteem plays a critical role in influencing employee attitudes, behavior, and organizational commitment. High self-esteem is often linked to greater job satisfaction, emotional engagement, and loyalty to the organization. Employees with higher self-esteem tend to feel more valued, which fosters a sense of belonging and a deeper connection with their employer.

Indonesian Gen Z employees demonstrate a strong need for workplace validation and support. According to a 2024 survey, 68% of Gen Z respondents prioritize a safe and supportive work environment, while 60% value having a boss who actively helps them improve. These preferences point to a workplace culture that promotes inclusion, feedback, and psychological safety as critical to boosting self-esteem.

This aligns with the results of the present study, where self-esteem emerged as a significant predictor of organizational commitment. Organizations that invest in building confidence, celebrating achievements, and encouraging growth are more likely to retain Gen Z employees who seek affirmation and belonging in their work environments.

In the context of Gen Z, self-esteem is an essential factor in their organizational commitment. According to Baumeister (1999), individuals with high self-esteem exhibit greater resilience in the face of challenges and are more likely to engage positively with their organization. For Gen Z employees, who are more likely to seek feedback and recognition, fostering a supportive environment that boosts self-esteem can significantly enhance their emotional attachment to the organization. Jackson & Jackson (2019) found that self-esteem can reduce the likelihood of turnover intentions, as employees with high self-esteem are more likely to align their personal goals with organizational objectives, leading to stronger organizational commitment.

### Work Motivation

Work motivation refers to the psychological forces that drive individuals to achieve organizational goals. Motivation is categorized into intrinsic and extrinsic forms. Intrinsic motivation arises from internal desires for achievement, mastery, and personal growth, while extrinsic motivation is driven by external rewards such as salary, benefits, and promotions. Gen Z employees are particularly influenced by both types of motivation, with intrinsic motivation fostering a sense of purpose in their work and extrinsic motivation driving their desire for tangible rewards.

In Indonesia, 59% of Gen Z respondents emphasize career growth opportunities as a primary factor in choosing a workplace, and 51% value being appreciated for their contributions. These insights reflect a generation that seeks not just financial compensation but also a deeper connection to their work through personal development and recognition.

These values align with Herzberg's Two-Factor Theory and were validated in the current study, where work motivation had a strong positive impact on organizational commitment. For Indonesian Gen Z employees, motivation is sustained not only by rewards but also by the meaningfulness of their tasks and their alignment with personal aspirations.

Herzberg's Two-Factor Theory (1959) suggests that factors such as recognition, achievement, and personal growth (intrinsic motivators) are more likely to lead to long-term job satisfaction and organizational commitment than external rewards. For Gen Z, intrinsic factors like development opportunities, feedback, and the ability to make an impact are particularly motivating. On the other hand, extrinsic factors like compensation and job security are also important, but they may not be sufficient to ensure high levels of organizational commitment if intrinsic motivators are lacking.

In their study, Hadi et al. (2023) found that work motivation has a significant impact on employee performance and commitment to the organization, especially when both intrinsic and extrinsic motivators are aligned with the employee's personal values and career goals. This is particularly relevant for Gen Z, who seek meaning and purpose in their work while also expecting competitive financial rewards.

## Organizational Commitment

Organizational commitment refers to the psychological attachment and loyalty that employees feel toward their organization. This concept is widely studied in organizational behavior, and it is often considered a key predictor of employee retention and performance. According to Meyer & Allen (1991), organizational commitment includes three components: affective commitment (emotional attachment), continuance commitment (commitment based on perceived costs of leaving), and normative commitment (commitment due to perceived obligation).

Research suggests that work-life balance, self-esteem, and work motivation are all factors that influence organizational commitment. For Gen Z, organizational commitment is particularly linked to the alignment between personal values and organizational culture. Gen Z employees are more likely to remain committed to organizations that offer flexibility, recognize their achievements, and provide opportunities for growth and development.

In a study by Popoola & Fagbola (2020), it was found that work-life balance, self-esteem, and work motivation all positively impact organizational commitment, with self-esteem being the most significant predictor. This highlights the importance of focusing on personal development and motivation strategies to enhance organizational commitment among Gen Z employees.

## METHODOLOGY

This study employs a quantitative research design to examine the impact of Work-life balance, Self-esteem, and Work motivation on Organizational commitment among Gen Z employees. The research follows a cross-sectional survey design, where data were collected from 224 respondents using a structured questionnaire. The data analysis was conducted using multiple linear regression with the assistance of IBM SPSS version 30.

### Research Design

The research design is descriptive and correlational, focused on understanding the relationships between the independent variables (Work-life balance, Self-esteem, Work motivation) and the dependent variable (Organizational commitment). The study uses a survey method to efficiently gather data from a large group of respondents.

### Sample and Population

The population for this study consists of Gen Z employees in the Tangerang region. Gen Z is defined as individuals born between the mid-1990s and the early 2010s, who are currently part of the workforce. The sample of 224 respondents was selected through purposive sampling, where respondents were chosen based on specific criteria: they must be Gen Z employees working in companies across various sectors in Tangerang.

The purposive sampling technique was chosen to ensure that the respondents meet the study's focus on Gen

Z employees, providing a targeted approach to collecting data from the relevant demographic. While this method ensures a focused sample, it may limit the generalizability of the findings to a broader population.

## Data Collection

Data was collected using a self-administered questionnaire that was distributed to the respondents. The questionnaire was divided into sections based on the research variables:

1. Work-life Balance: Items measuring flexibility in working hours, location, and the balance between professional and personal life.
2. Self-esteem: Items assessing individual self-perception, confidence, and emotional attachment to work.
3. Work Motivation: Items evaluating intrinsic and extrinsic motivation factors, such as personal growth and rewards.
4. Organizational Commitment: Items measuring the emotional attachment, loyalty, and willingness to stay with the organization.

The questionnaire was developed using established scales from previous literature, ensuring validity and reliability. A pilot test was conducted on a small group of 30 employees to check the clarity and reliability of the questionnaire, with the results confirming that the instrument was reliable (Cronbach's alpha > 0.7).

## Operationalization of Variables

The operationalization of the study variables is as follows:

1. Work-life Balance: Measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), focusing on aspects of flexibility and balance between work and personal life.
2. Self-esteem: Measured by a scale adapted from Rosenberg's Self-Esteem Scale (1965), which includes items related to self-worth and self-confidence.
3. Work Motivation: Measured using a scale from Deci & Ryan's Self-Determination Theory (2000), assessing intrinsic and extrinsic motivation.
4. Organizational Commitment: Measured using a scale adapted from Meyer & Allen's Organizational Commitment Scale (1991), focusing on emotional attachment, identification, and perceived obligation to the organization.

## Data Analysis

Data analysis was performed using IBM SPSS version 30. The analysis included the following steps:

1. Descriptive Statistics: To summarize the demographic characteristics of the sample (e.g., age, gender, education level).
2. Reliability Testing: Cronbach's alpha was calculated for each scale to assess the internal consistency of the variables.
3. Validity Testing: Exploratory Factor Analysis (EFA) was conducted to ensure that the constructs were measured correctly.
4. Multiple Linear Regression: To examine the relationships between the independent variables (Work - life balance, Self-esteem, Work motivation) and the dependent variable (Organizational commitment). The regression analysis allowed for the assessment of the individual and combined effects of these variables on organizational commitment.

## Assumptions Testing

Before conducting the regression analysis, the following assumptions were tested:

1. Normality: Kolmogorov-Smirnov test was used to test the normality of the data. The results indicated that the data followed a normal distribution.



- 21 2. Multicollinearity: Variance Inflation Factor (VIF) and Tolerance were calculated to ensure that multicollinearity was not a concern. The VIF values were below the threshold of 10, indicating no issues with multicollinearity.
3. Heteroskedasticity: The Breusch-Pagan test was used to check for heteroskedasticity. No significant heteroskedasticity was detected, indicating that the regression model's assumptions were met.

## 14 Ethical Considerations

Ethical considerations were adhered to during the research process. Informed consent was obtained from all participants, and they were assured of the confidentiality of their responses. The study followed ethical guidelines, ensuring that the research was conducted transparently and ethically, with no harm to participants.

## 27 RESULTS

- 2 This section presents the results of the statistical analyses conducted to examine the relationships between Work-life balance, Self-esteem, Work motivation, and Organizational commitment among Gen Z employees.
- 42 Descriptive statistics, reliability testing, and multiple linear regression analysis were performed to answer the research questions and test the hypotheses.

### Descriptive Statistic

- 50 Table I summarizes the demographic characteristics of the sample. Of the 224 respondents, 60% were female and 40% were male. The majority of respondents were aged between 21 –25 years (72%), with a significant portion holding undergraduate degrees (85%).

Table I Demographic Characteristic of Respondents

Characteristic	Frequency (%)
<b>Gender</b>	
Male	40%
Female	60%
<b>Age Group</b>	
18-20	15%
21-25	72%
26-30	13%
<b>Education Level</b>	
Undergraduate	85%
Postgraduate	15%

### Reliability Testing

- 38 To assess the internal consistency of the measurement scales, Cronbach's alpha was calculated for each construct. The results indicate that all variables demonstrate good reliability:

1. Work-life balance: WLB > 0.6
2. Self-esteem: SE > 0.6
3. Work motivation: WM > 0.6
4. Organizational commitment: OC > 0.6

- 45 These values indicate that the scales used in this study are internally consistent and reliable for further analysis.

## Correlation Coefficient (R) Test

- 18 The correlation coefficient test was conducted using the model summary table provided by the supervisor to determine the strength of the linear relationship between the variables.

Fig. 1. Correlation Coefficient (R) Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 <sup>a</sup>	.784	.781	1.836

a. Predictors: (Constant), TOTALWM, TOTALWLB, TOTALSE

- 54 Based on Fig. 1. Correlation Coefficient (R) Test Results, the correlation coefficient value is 0.886, indicating  
12 a strong and positive relationship. This means that the independent variables (Work-life balance, Self-esteem, and Work motivation) explain 88.6% of the variation in the dependent variable (Organizational commitment), which signifies a very high degree of correlation.

According to the guidelines from the research manual provided by the supervisor, specifically from Wiwik Rachmarwi, S.T., MBA and Amanda Setiorini, S.Psi., M.M., a correlation coefficient between 0.81 and 1.00 is categorized as a very strong correlation. Therefore, the result of 0.886 can be interpreted as a near-perfect correlation between the independent and dependent variables.

## DISCUSSIONS OF RESULTS

- 52 The results of this study provide valuable insights into the factors influencing Organizational Commitment  
1 among Generation Z employees. The findings reveal complex relationships between Work-life balance (WLB), Self-esteem (SE), and Work motivation (WM), and their collective impact on organizational commitment. The following discusses the key outcomes and their implications.

### 12 Work-Life Balance Does Not Significantly Affect Organizational Commitment

- 51 The results of this study provide valuable insights into the factors influencing Organizational Commitment  
1 among Generation Z employees. The findings reveal complex relationships between Work-life balance (WLB), Self-esteem (SE), and Work motivation (WM), and their collective impact on organizational commitment. The following discusses the key outcomes and their implications.

- 10 The analysis shows that Work-life balance (WLB) does not significantly affect Organizational Commitment (OC). The t-test results indicate a t-value of 1.338, with a significance level of 0.182, which exceeds the critical value of 0.05. This finding suggests that, despite the importance of work-life balance in many organizational contexts, it does not significantly influence the organizational commitment of Gen Z employees.

Several factors may explain this result:

- 12 Gen Z Preferences and Priorities: Compared to previous generations, Gen Z tends to prioritize flexibility, career development, and recognition over a balance between work and personal life. They may be satisfied with flexible working hours but are more committed when provided with opportunities for professional growth and acknowledgment of their contributions.

- Exchange Theory: According to Sapari (2018), organizational commitment emerges when employees perceive a reciprocal relationship with their employer. In this study, Gen Z employees may experience a high workload without commensurate rewards (e.g., compensation, recognition), making the concept of work-life balance irrelevant in fostering organizational commitment.
- 8 • External Factors: Previous studies, such as those by Mathis et al. (2016), suggest that factors like organizational culture and supervisor support have a stronger impact on organizational commitment than work-life balance alone. Gen Z employees may place more value on experiences that foster personal development and social connection.
- Intrinsic Components: As noted by Rumangkit & Zuriana (2019), work-life balance has a more pronounced effect when combined with intrinsic factors such as Self-esteem and Work motivation. Without these motivating factors, work-life balance alone fails to significantly affect commitment.

55 While work-life balance accounted for 78.4% of the variance in organizational commitment ( $R^2 = 0.784$ ), there is still 21.6% of variance unexplained by the independent variables. Potential influencing factors could include:

- Organizational Culture: A culture of inclusivity, support, and employee growth significantly enhances emotional attachment to the organization.
- Supervisor Support: Guidance and recognition from supervisors play a critical role in fostering organizational commitment.
- Career Development Opportunities: Providing Gen Z employees with professional development opportunities contributes to higher commitment.
- Recognition Systems: Lack of a structured recognition system can diminish organizational commitment, even when work-life balance is high.

Thus, while work-life balance is important, it alone does not sufficiently drive organizational commitment in Gen Z employees. Organizations need to adopt a more comprehensive approach, integrating flexible work policies with career development opportunities, recognition, and a supportive culture.

### Self-Esteem Positively Affects Organizational Commitment

9 The study found a significant positive relationship between self-esteem and organizational commitment. This aligns with Kreitner & Kinicki's (2010) assertion that individuals with higher self-esteem are more likely to form strong emotional bonds with their organizations. Gen Z employees, in particular, seek validation and acknowledgment within the workplace, which, in turn, strengthens their commitment to the organization.

This finding supports Jackson & Jackson's (2019) research, which highlights that high self-esteem in employees leads to greater loyalty and emotional attachment to the organization. Organizations that create an inclusive culture that fosters self-esteem are likely to see improved organizational commitment among Gen Z employees.

### Work Motivation Significantly Influences Organizational Commitment

In line with Herzberg's Motivation-Hygiene Theory, this study confirms that Work Motivation positively influences organizational commitment. Intrinsic motivation, such as recognition and achievement, plays a crucial role in driving commitment. The findings support Bytyqi (2020), who found that intrinsic motivation leads to higher satisfaction and stronger organizational commitment.

For Gen Z, intrinsic factors like meaningful goals and opportunities for personal growth are pivotal. This generation is more likely to remain committed when their work aligns with their personal values and aspirations. The study's results show that when Gen Z employees are motivated intrinsically, their emotional attachment to the organization strengthens.

## 2 Simultaneous Effect of Work-Life Balance, Self-Esteem, and Work Motivation on Organizational Commitment

1 The combined effect of Work-life balance, Self-esteem, and Work motivation on Organizational commitment was significant, as evidenced by an  $R^2$  value of 78.4%. This suggests that together, these variables account for a substantial portion of the variance in organizational commitment.

60 However, despite the significant correlation between these variables, Work-life balance did not independently affect organizational commitment. This finding is consistent with the study by Popoola & Fagbola (2020), which found that the combination of work-life balance, self-esteem, and work motivation had a significant impact on organizational commitment. Yet, when analyzed in isolation, work-life balance did not emerge as a strong predictor of commitment in this study.

### 1. Practical Implications for Organizations

The results emphasize the need for organizations to adopt a holistic approach to enhancing organizational commitment, especially for Gen Z employees. While work-life balance is valued, it is not sufficient on its own. Organizations should also focus on:

- Career development opportunities
- Recognition systems
- Supportive leadership
- Inclusive organizational cultures

31 By integrating these factors, organizations can create an environment where Gen Z employees feel valued, motivated, and emotionally committed to the organization. Companies that combine flexibility with career growth opportunities, recognition, and emotional support are likely to foster higher levels of organizational commitment among their workforce.

### Managerial Implication

1 This study provides valuable managerial insights on how Work-life Balance (WLB), Self-esteem (SE), and Work Motivation (WM) influence Organizational Commitment (OC) among Gen Z employees in Tangerang.

46 Despite significant differences in preferences and priorities, each of these factors plays a crucial role in enhancing employee engagement and fostering long-term organizational loyalty. The following implications are offered for management to enhance Gen Z's organizational commitment.

### 1. Importance of Work-Life Balance for Enhancing Organizational Commitment

While Work-Life Balance does not directly impact organizational commitment, it remains crucial for employee well-being and can indirectly foster commitment through flexibility and support.

- Flexible Working Hours and Supportive Work Environment: Offering flexibility, such as remote work and flexible schedules, alongside support for career growth, helps reduce burnout, enhance job satisfaction, and strengthen employee loyalty.
- 64 • Prevention of Burnout: Providing resources for stress management and supporting mental health can help prevent burnout, indirectly promoting organizational commitment.

For instance, creating a culture where employees feel appreciated, like offering time-off flexibility while promoting career development, can improve employee well-being and retention, despite the fact that WLB alone does not significantly affect commitment in this context.

### Enhancing Self-Esteem to Boost Organizational Commitment

3 The study indicates a positive correlation between Self-esteem (SE) and Organizational Commitment (OC). Gen Z employees, in particular, require recognition and validation in the workplace to build strong emotional



bonds with their organization.

- **Recognition and Appreciation:** Managers should regularly acknowledge individual achievements and contributions. Public recognition, such as awards or verbal praise, can significantly boost an employee's self-esteem and their commitment to the organization.
- **Development Opportunities:** Providing professional development opportunities, such as skill-based training and leadership development programs, supports self-esteem by enhancing employees' competencies, making them feel more valued.
- **Inclusive Organizational Culture:** Creating a culture of inclusivity where all employees feel recognized for their contributions helps foster self-esteem. Employees who feel appreciated are more likely to stay committed to the company's goals.

A study by Azila-Gbette et al. (2020) highlights that when employees' self-esteem is nurtured, they are more likely to engage actively with the organization, feel emotionally connected, and remain loyal. Therefore, managerial efforts should focus on implementing systems that nurture self-worth and provide consistent feedback.

### Importance of Work-Life Balance for Enhancing Organizational Commitment

Work Motivation (WM) has a significant influence on Organizational Commitment (OC), highlighting the importance of creating a motivational work environment. Gen Z employees are particularly motivated by intrinsic rewards such as meaningful work and opportunities for personal growth.

- **Fairness and Equity:** Ensuring employees are treated equitably and fairly within the organization, particularly in terms of compensation and recognition, strengthens their work motivation. Managers should implement transparent reward systems based on performance.
- **Training and Development:** Offering opportunities for skill development, such as leadership training or industry-specific certifications, helps enhance both intrinsic and extrinsic motivation, increasing employee engagement and commitment.
- **Work Environment and Career Development:** A supportive and positive work environment, coupled with clear career advancement pathways, motivates employees to contribute more to organizational success. Providing mentoring programs and ensuring clear communication about career growth prospects can help boost motivation.

According to Bytyqi (2020), employees who perceive a direct link between their efforts and rewards are more likely to remain committed to their organization. Managers should focus on providing opportunities that align with employees' personal goals, which can significantly enhance both work motivation and commitment.

### Importance of Work-Life Balance for Enhancing Organizational Commitment

To create an environment where Gen Z employees thrive and remain committed to the organization, managers should integrate Work-life Balance, Self-esteem, and Work Motivation into a holistic strategy. The study shows that these factors, when combined, contribute significantly to organizational commitment, with a joint  $R^2$  value of 78.4%.

- **Comprehensive HR Policies:** Companies should design HR policies that integrate flexibility, employee recognition, and growth opportunities. By focusing on all aspects—work-life balance, self-esteem, and motivation—companies can build stronger emotional attachments with employees, leading to greater loyalty.
- **Personalized Employee Engagement:** Understanding the individual needs and aspirations of employees, particularly Gen Z, will allow organizations to create tailored strategies that appeal to their desire for flexibility, development, and recognition.
- **Leadership and Culture:** Strong leadership and an organizational culture that values growth, inclusivity, and recognition will significantly enhance employee motivation, self-esteem, and organizational commitment.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study aimed to analyze the effects of Work-life balance (WLB), Self-esteem (SE), and Work motivation (WM) on Organizational Commitment (OC) among Gen Z employees in Tangerang, using Multiple Linear Regression analysis with IBM SPSS Statistics version 30. The key findings are as follows:

- Work-life balance does not have a significant effect on Organizational Commitment. This conclusion is supported by the t-test results, which indicate that the significance value is greater than 0.05, and the t-value does not meet the threshold for statistical significance. Therefore, efforts to balance work and personal life do not directly influence the organizational commitment of Gen Z employees in this study. This may be due to Gen Z's greater focus on factors that foster personal and professional growth rather than just work-life balance.
- Self-esteem positively influences Organizational Commitment. The statistical analysis shows that the significance value is below 0.05, and the t-value exceeds the critical value, indicating a strong positive effect. This suggests that employees with higher self-esteem tend to exhibit a greater sense of responsibility and emotional attachment to their organization. Enhancing self-esteem can help employees become more engaged and committed to staying longer with the organization.
- Work motivation also positively influences Organizational Commitment. The results indicate a significant effect, as the t-test shows a significance value below 0.05 and the t-value meets the criteria for statistical significance. Both intrinsic motivation (satisfaction from the work itself) and extrinsic motivation (financial rewards) play an essential role in encouraging employees to remain committed to their organization.

These findings provide important insights for organizations employing Gen Z employees. Although Work-life balance does not significantly affect organizational commitment in this study, it remains crucial for creating a healthy work environment. The primary focus should be placed on enhancing Self-esteem and Work motivation. Companies should develop training or mentoring programs to boost employees' confidence and ensure they feel valued. Furthermore, policies that support career advancement, recognition of achievements, and financial incentives can enhance work motivation and ultimately strengthen employee commitment.

### Recommendations

Based on the findings, the following recommendations are made for Gen Z employees to enhance their Organizational Commitment, as well as suggestions for future researchers:

#### Recommendations for Gen Z Employees in Companies

- Enhance Self-Esteem Through Recognition and Self-Development

It is essential for Gen Z employees to continuously build their self-esteem by gaining recognition for their work and investing in self-development. For example, a Gen Z marketing employee can take a digital marketing course to enhance their skills, and upon successful completion, they can present their achievements to their manager. This not only boosts self-esteem but also provides tangible contributions to the organization, strengthening their emotional attachment.

- Manage Work Motivation with a Focus on Meaningful Goals

Employees should set personal and professional goals that align with the organization's objectives. A Gen Z data analyst, for example, could aim to create more user-friendly dashboards in a two-week timeframe, gaining recognition for their contributions. Participating in cross-functional projects or CSR initiatives

provides a sense of accomplishment and helps strengthen the bond between the employee and the organization.

- Optimize Work-Life Balance

Employees should take proactive steps to manage their work-life balance, such as using task management apps to organize their schedule, allocating time for personal activities after work, and requesting flexible working hours if needed. A Gen Z employee might explore online cooking classes after work to reduce stress, ultimately boosting both productivity and well-being.

- Build Positive Relationships in the Workplace

Fostering strong interpersonal relationships in the workplace is crucial. Gen Z employees can initiate activities such as lunch meetings with colleagues to discuss project challenges in an informal setting, or join company sports groups to strengthen team dynamics and improve organizational loyalty.

- Communicate Needs and Expectations to the Company

Employees should openly communicate their professional development needs during performance reviews or through internal surveys. For example, proposing professional certification programs during performance appraisals ensures the company understands the employee's aspirations, ultimately improving work motivation and commitment.

### Recommendations for Future Researchers

- 1 While this study offers valuable insights into Work-life balance, Self-esteem, and Work motivation in relation to Organizational Commitment, there is room for further exploration:

- Exploring Additional Relevant Variables

Future researchers could explore the influence of variables such as leadership styles or organizational culture on organizational commitment, specifically in the context of Gen Z employees. Studying how transformational leadership influences employee engagement would be valuable.

- Expanding the Scope Across Different Cities and Industries

Future research could expand to other major cities or industries to analyze if work-life balance and other factors differ across sectors, such as creative industries or technology startups.

- Increasing Sample Size and Diversity

- 30 Researchers should aim to include a larger and more diverse sample of Gen Z employees from various industries to improve the generalizability of the findings.

- Using a Mixed-Methods Approach

- 39
  - Future studies should consider using both quantitative and qualitative methods (e.g., interviews, focus groups) to gain deeper insights into the motivational factors that influence Gen Z's organizational commitment.
  - Focusing on HR Practices and Technology

Future studies could investigate how HR technology and AI impact organizational commitment, particularly in recruitment processes, which may provide more streamlined and effective ways to engage Gen Z employees.

- 58 By implementing these suggestions, future research can contribute further to understanding the dynamics of

organizational commitment among Gen Z employees and help organizations design more effective HR strategies to engage and retain this growing workforce.

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