



**THE MEDIATION ROLE OF ORGANIZATIONAL SUPPORT ON THE
INFLUENCE OF WORK-LIFE BALANCE ON GENERATION Z
EMPLOYEES' COMMITMENT IN 3-STAR HOTELS IN PONTIANAK****Meilani Putri Maharani¹****Universitas Widya Dharma Pontianak, Pontianak, Indonesia**
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Abstract

The purpose of this research is to look at how Generation Z workers at 3-star hotels in Pontianak City feel about their work-life balance and how it affects their commitment to the company. A new generation of workers, Generation Z (those born between 1997 and 2012), has high expectations for a healthy work-life balance and places a premium on this concept, which in turn affects how loyal they are to their employers (Twenge, 2020). A quantitative methodology based on survey research was employed in this study. The sample was selected at random from among Generation Z workers at multiple 3-star hotels in Pontianak. A survey measuring organizational support, employee commitment, and work-life balance was used to collect data. The mediation hypothesis was tested using path analysis. The results show that work-life balance has a favorable and substantial effect on employee dedication. In addition, research has shown that organizational support has a favorable and substantial effect on employee commitment. The main takeaway from this research is that there is a mediation role for organizational support in the relationship between work-life balance and employee commitment. This indicates that the positive impact of work-life balance on the levels of commitment among Generation Z employees is amplified when they believe their employer supports them, meaning that they are recognized for their efforts and their well-being is prioritized (Eisenberger et al., 1986). This study highlights the importance of hotel management prioritizing work-life balance and creating a supportive work environment for Generation Z employees. This will help them stay committed and engaged in the competitive hospitality business.

Keywords: Employee Commitment, Work-Life Balance, Organizational Support, Generation Z, Hospitality Industry



INTRODUCTION

Entering a period of continuous industrial change, the workplace worldwide is currently dominated by Generation Z, namely those born between 1997 and 2012. This generation enters the professional world with a very different set of values, expectations, and priorities than previous generations, particularly in terms of flexibility, technology use, and meaning of work (Schroth, 2019; Seemiller & Grace, 2019).

One of their primary demands is a work-life balance (WLB). For Generation Z, work is not only seen as a source of income but also as part of their identity that must align with their interests, family time, and mental health. Research confirms that this generation prioritizes personal well-being and time freedom much more than previous generations, making work-life balance a key determinant in choosing and remaining in a job (Twenge, 2020; Deloitte, 2023). Companies' inability to meet these expectations has the potential to significantly reduce loyalty and increase employee turnover.

This challenge is particularly acute in the hospitality sector, a labor-intensive industry known for long, irregular working hours and high service demands. Such working conditions often conflict with the work-life balance expectations of younger employees, particularly Generation Z (Karatepe & Olugbade, 2019). In developing cities like Pontianak, where the tourism and hospitality industries are experiencing rapid growth, competition for skilled and committed workers is increasingly intense (Baum et al., 2020). Three-star hotels, which rely heavily on frontline service employees largely drawn from Generation Z, must therefore ensure high levels of employee commitment to maintain service quality and competitiveness.

A strong positive association between work-life balance and organizational commitment has been demonstrated in prior studies. Workers who feel their company values work-life balance are more likely to be emotionally invested in the company and stay for the long haul (Haar et al., 2019; Kim & Park, 2021). However, the psychological mechanisms underlying this relationship, particularly among Generation Z employees, remain insufficiently explored.

Organizational backing is vital in this setting. Employees feel supported by their organization when they believe their efforts are valued and when they believe their well-being is prioritized. When workers feel appreciated and supported by their employers, they are more inclined to go above and beyond in their work, as stated in the Perceived Organizational Support (POS) theory (Kurtessis et al., 2019). When hotels not only implement work-life balance policies but also actively demonstrate care through flexibility, recognition, and supportive



management practices, employees are more likely to perceive strong organizational support, which in turn strengthens their emotional attachment to the organization (Caesens et al., 2020).

Even though these issues are becoming increasingly important, there is a lack of empirical research, especially in the Indonesian context, that examines how organizational support mediates the relationship between work-life balance and organizational commitment among Generation Z employees in the hospitality sector. Previous studies have tended to focus on general employee populations or different industrial sectors, leaving a significant research gap related to Generation Z in service-oriented industries such as hotels (Putri & Amran, 2021; Wahyuni & Pratiwi, 2022).

The purpose of this research is to provide empirical evidence that organizational support mediates the relationship between work-life balance and organizational commitment among members of Generation Z working for three-star hotels in Pontianak City. Hotel managers can use the study's results to inform their own plans for increasing staff engagement and retention, and the field of human resource management as a whole stands to benefit from a better grasp of generational dynamics (Al-Harazneh et al., 2022; OECD, 2024).

LITERATURE REVIEW

Work-Life Balance (WLB)

Work-Life Balance (WLB) is defined as a state in which an individual feels satisfied with their work and non-work roles, with resources allocated across both domains aligned with their values (Greenhaus, Allen, & Spector, 2003, in Robbins & Judge, 2017). WLB does not mean dividing time equally (50:50), but rather an individual's perception of how effectively they balance the demands of work and personal life.

1. **Work-Life Balance in Generation Z:** Generation Z (Gen Z), currently entering the workforce, is characterized by a strong appreciation for flexibility, autonomy, and distinct boundaries between professional and personal life. They emphasize mental health and well-being. Consequently, for Generation Z, a favorable work-life balance is essential and may serve as a significant indicator of job satisfaction and retention intentions (Collabryzk Journal, 2023; Mirai Management Journal, 2024).

Employee Commitment

Employee Commitment (Organizational Commitment) is the level of involvement, loyalty, and identification an employee has with their organization



(Robbins & Judge, 2017). This commitment is often classified into three components (Allen & Meyer, 1991):

1. Feeling emotionally invested in the company and wanting to stay a part of it is known as affective commitment.
2. Continuance Commitment: A commitment founded on the perceived expenses associated with departing from the organization.
3. Normative Commitment: A sense of duty to continue employment with the organization.

High commitment, especially Affective Commitment, is highly desirable because it is positively correlated with performance and intention to stay, and negatively correlated with turnover intention.

Organizational Support and POS Theory

The mediating variable in this study is Organizational Support. This concept is most relevantly explained through the Theory of Perceived Organizational Support (POS) (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

According to the POS theory, workers form a general impression of the company's gratitude for their efforts and concern for their welfare. A high level of Perceived Organizational Support (POS) gives workers the impression that their company cares about them and their needs, especially when it comes to WLB. Employees who get a lot of support will feel forced to give back, which shows up as more dedication to the company, according to the concept of social exchange known as reciprocity.

RESEARCH METHOD

To investigate potential relationships between variables, this research makes use of quantitative techniques based on survey research. Using a random sampling technique, 60 participants were selected to represent Generation Z working for 3-star hotels in Pontianak City. Employee commitment served as the dependent variable, work-life balance (WLB) as the independent variable, and organizational support as the mediating variable in the data collection process. Using PLS-SEM, we further examined the collected data to test hypotheses about the interplay of these factors' direct and indirect impacts. There were two stages to the analysis:

Table 1
PLS-SEM Model Evaluation Criteria



| Model Components | Evaluation Aspects | Description |
|------------------|------------------------------|---|
| Outer Model | Convergent Validity | Outer Loadings > 0.70 |
| | Discriminant Validity | Fornell-Larcker Criterion |
| | Reliability | Cronbach's Alpha > 0.70 Composite Reliability (CR) > 0.70 AVE (Average Variance Extracted) > 0.50 |
| Inner Model | Collinearity Test | VIF (Variance Inflation Factor) < 5 |
| | Path Coefficient Analysis | Significance and strength of relationships (p-value, t-statistic, beta coefficient) |
| | Coefficient of Determination | R-Square (R ²): Indicates variance explained in endogenous variables |
| | Effect Size | f-Square (f ²): Indicates the impact magnitude of exogenous constructs |

RESULTS AND DISCUSSION

An Average Path Coefficient (APC) of 0.389 (\$P \ 0.001\$) and an Average R-squared (ARS) of 0.514 (\$P < 0.001\$) indicate that this study model, which was tested using Structural Equation Modeling (SEM) with 60 participants, provides a good fit. With a path coefficient of 0.692 and a significance threshold of \$P < 0.001\$, the Work-Life Balance variable (X) showed a strong and positive effect on Employee Commitment (Y). Employee Commitment's R-squared value was 0.514, suggesting that 51.4% of its variance was explained by the Work-Life Balance measure and the mediating variable. In terms of instrument validity, all indicators (X1-X6, Y1-Y6, Z1-Z7) have a P-value < 0.001, which indicates that these indicators are reflectively valid⁴. Model reliability is also met with Cronbach's Alpha values for X (0.743), Y (0.765), and Z (0.839) which are all above the minimum threshold⁵.

The results of the hypothesis testing confirm that Work-Life Balance (WLB) is a very strong predictor of Generation Z Employee Commitment in 3-star hotels in Pontianak City, with an effect size of 0.492 which is included in the large category⁶. This indicates that when Gen Z employees feel able to balance the demands of work and personal life, their loyalty to the organization increases drastically. Regarding the mediation role, the correlation data between latent variables shows a strong relationship between WLB (X) and Organizational

Support (Z) of 0.694, as well as between Organizational Support (Z) and Employee Commitment (Y) of 0.6737. This finding indicates a mediation role where the WLB policy implemented by the hotel is perceived by employees as a form of real support from the organization, which ultimately fosters emotional bonds and normative commitment in accordance with the principle of reciprocity in the Perceived Organizational Support (POS) theory. Interestingly, the results of data processing show that the interaction of $Z \times X$ (Organizational Support for WLB) is not statistically significant towards Y ($\beta = 0.249$), which confirms that Organizational Support plays more of a mediator (bridge) role than a moderator in this model.

The Results chapter provides a detailed overview of the research findings, further elaborating on the results generally explained in the Results chapter through the subchapters.

Evaluation of Measurement Model (Outer Model)

Using Cronbach's Alpha, Composite Reliability, Convergent Validity, and Discriminant Validity, the study's external model was examined. The research model is shown in the figure that follows.

Gambar 1
Outer Model

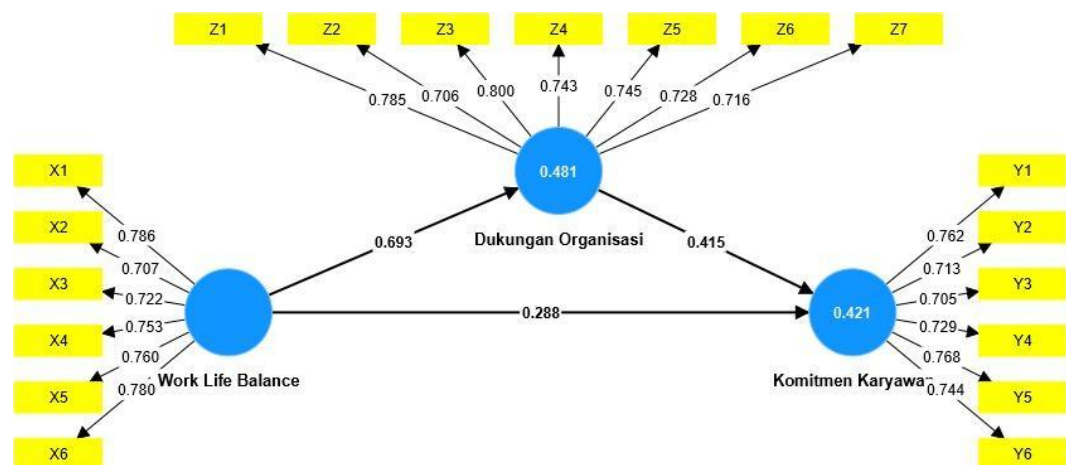


Figure 1 elucidates the external loading values of the variables in the study. In this image, all external loading values satisfy the validity criterion as they surpass 0.7.

Validity Test

Examining a questionnaire's validity allows one to gauge its precision. To determine validity, this study used convergent validity and AVE (Average Variance Extracted). In convergent validity, the relationship



between item scores and component scores calculated using partial least squares (PLS) is used to validate the measurement model using reflecting indicators, which in turn evaluates the validity. A correlation value greater than 0.7 between the individual reflection measure and the evaluated construct indicates a good level of reliability. According to Dahri (2017), a loading value of 0.5 to 0.6 is considered sufficient for exploratory study on the design of a measurement scale.

Table 2
Validity Test Results

| Variables | | Outer Loading | AVE | Information |
|------------------------|----|---------------|-------|-------------|
| Organizational Support | Z1 | 0.785 | 0.558 | Valid |
| | Z2 | 0.706 | | Valid |
| | Z3 | 0.800 | | Valid |
| | Z4 | 0.743 | | Valid |
| | Z5 | 0.745 | | Valid |
| | Z6 | 0.728 | | Valid |
| | Z7 | 0.716 | | Valid |
| Employee Commitment | Y1 | 0.762 | 0.544 | Valid |
| | Y2 | 0.713 | | Valid |
| | Y3 | 0.705 | | Valid |
| | Y4 | 0.729 | | Valid |
| | Y5 | 0.768 | | Valid |
| | Y6 | 0.744 | | Valid |
| Work Life Balance | X1 | 0.786 | 0.565 | Valid |
| | X2 | 0.707 | | Valid |
| | X3 | 0.722 | | Valid |
| | X4 | 0.753 | | Valid |
| | X5 | 0.760 | | Valid |
| | X6 | 0.780 | | Valid |

The instrument validity test findings indicate that all indicators are deemed valid.

Reliability Test

Two reliability tests, the Composite Reliability and the Cronbach Alpha, were used in this study. The minimal dependability value is evaluated by Cronbach's Alpha. If the Cronbach Alpha value is more than 0.7, the data is considered reliable. The actual dependability value of a variable can be evaluated using composite reliability. Any data set with a composite reliability score higher than 0.7 is considered highly reliable.

Table 3

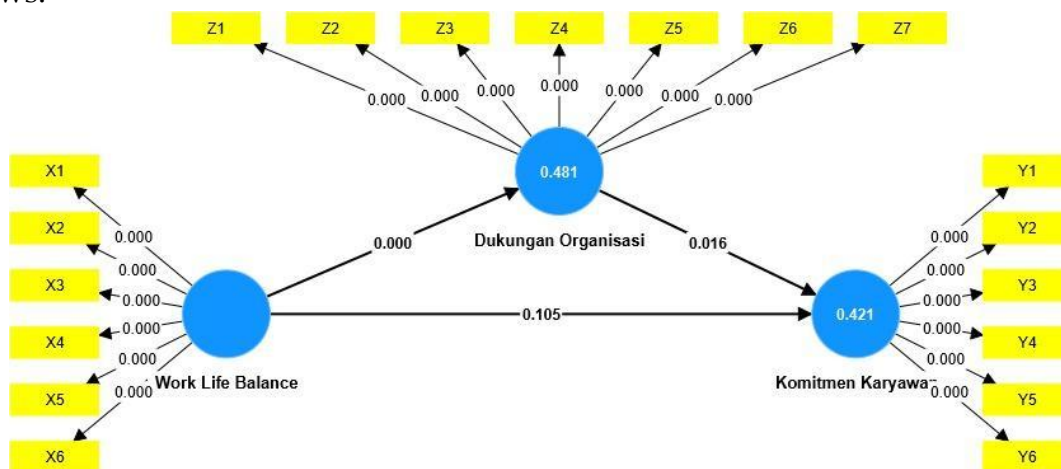
Reliability Test Results

| | Cronbach's Alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Organizational Support | 0.868 | 0.869 | 0.898 | 0.558 |
| Employee Commitment | 0.833 | 0.835 | 0.877 | 0.544 |
| Work Life Balance | 0.848 | 0.858 | 0.886 | 0.565 |

All of the instruments were determined to be reliable according to the test results, with Cronbach Alpha and Composite reliability scores exceeding 0.7.

Evaluation of Inner Model Structural Model

The assessment of proposed links among latent factors is fundamental to inner model evaluation. The evaluation of the inner model can be articulated as follows:



R-Square Test

One way to measure the extent to which external variables impact an endogenous variable is with the R-Squared Coefficient of Determination test. The following table displays the R-Square values that were obtained from the data analysis conducted using the smartPLS software:

Table 4
R-Square Test

| | R-square | R-square adjusted |
|------------------------|----------|-------------------|
| Organizational Support | 0.481 | 0.472 |
| Employee Commitment | 0.421 | 0.401 |



Organizational Support has an R-Square score of 0.648, which means that work-life balance influences it by 48.1% and that other, unexplained variables account for the remaining 51.9%.

The R-Square score for Employee Commitment was 0.648, indicating that work-life balance accounts for 42.1% of its variance, while the remaining 57.9% is attributable to unexplained variables in this study.

Hypothesis Testing

The results can provide light on the research hypothesis thanks to the data analysis that was carried out. In this study, the researchers used t-statistics and p-values to test their hypothesis. Any P-value lower than 0.05 is considered to be in favor of the study hypothesis. The following findings are a result of the inner model's hypothesis testing.

Table 5
Research Hypothesis Testing

| | Original sample (O) | T statistics (O/STDEV) | P values |
|--|---------------------|--------------------------|----------|
| Organizational Support -> Employee Commitment | 0.415 | 2,414 | 0.016 |
| Work Life Balance -> Organizational Support | 0.693 | 10,712 | 0.000 |
| Work Life Balance -> Employee Commitment | 0.288 | 1,619 | 0.105 |
| Work Life Balance -> Organizational Support -> Employee Commitment | 0.288 | 2,148 | 0.032 |

The association among Work-Life Balance (WLB), Organizational Support, and Employee Commitment was investigated in a study, and the results of hypothesis testing are presented in the table above. A significant association between organizational support and employee commitment is indicated by the following statistical values: 0.415 for the correlation coefficient, 2.414 for the T-Statistic, and 0.016 for the P-value. Coefficient of 0.693, T-Statistic of 10.712, and a P-value of 0.000 indicate a highly significant association between organizational support and work-life balance. Coefficient = 0.288, T-Statistic = 1.619, and P-value = 0.105 indicate that there is no statistically significant relationship between Work-Life Balance and Employee Commitment. A 0.288 coefficient, a T-statistic of 2.148, and a P-value of 0.032 indicate that the mediation link between Work Life Balance, Organizational Support, and Employee Commitment is statistically



significant. Therefore, Organizational Support plays a critical moderating role in the link between Work Life Balance and Employee Commitment.

Hypothesis 1: Work-Life Balance has a positive and significant effect on the Commitment of Generation Z Employees at 3-star hotels in Pontianak City.

The analysis results in this study indicate that Work-Life Balance (WLB) has a positive influence on employee commitment; however, this effect is not statistically significant. With a path coefficient of 0.288, a T-statistic of 1.619, and a P-value of 0.105, the relationship does not meet the required significance threshold ($P < 0.05$). This finding suggests that although Generation Z employees tend to appreciate work-life balance, it may not be the primary factor driving their organizational commitment.

This result may be influenced by the distinctive characteristics of Generation Z, who often prioritize meaningful work, psychological well-being, and organizational values over structural benefits alone. Recent studies indicate that for Generation Z, work-life balance is often perceived as a basic expectation rather than a factor that directly generates commitment (Schroth, 2019; Deloitte, 2023). Additionally, complex work environments such as the hospitality sector—characterized by high workload, emotional labor, and customer pressure—may cause other factors, such as perceived support, leadership style, or career development opportunities, to play a more dominant role in shaping commitment (Karatepe et al., 2020; Kim & Park, 2021).

Hypothesis 2: Work-Life Balance has a positive and significant effect on Organizational Support perceived by Generation Z employees at 3-star hotels in Pontianak City.

The second hypothesis demonstrates a highly significant relationship between Work-Life Balance (WLB) and Perceived Organizational Support (POS), with a coefficient of 0.693, a T-statistic of 10.712, and a P-value of 0.000. These results indicate that WLB strongly influences how Generation Z employees perceive organizational support. This finding suggests that Generation Z interprets work-life balance policies as a concrete manifestation of organizational care and concern for employee well-being. When organizations provide flexible schedules, reasonable workloads, and consideration for personal life, employees are more likely to feel valued and supported. Contemporary studies confirm that WLB practices are among the most salient indicators of organizational support for younger generations, particularly Generation Z (Kurtessis et al., 2019; Caesens et al., 2020). Furthermore, empirical evidence shows that supportive WLB policies significantly enhance POS in service-based industries, including hospitality, where job demands are typically high (Haar et al., 2019; Al-Harazneh et al., 2022).

**Hypothesis 3: Organizational support has a positive and significant effect on Generation Z employee commitment at 3-star hotels in Pontianak City.**

The correlation between POS and employee commitment was found to be 0.415, with a corresponding T-statistic of 2.414 and a corresponding P-value of 0.016, according to the analysis. Employees who feel they have the support of their organization are more likely to be dedicated to it, as this research shows. This result aligns with recent research emphasizing that organizational support plays a crucial role in fostering affective commitment, especially among Generation Z employees. Studies have shown that when employees feel recognized, respected, and supported by their organization, they develop a stronger emotional attachment and are more willing to remain with the organization (Rhoades & Eisenberger, 2022; Caesens et al., 2020). For Generation Z, organizational support is particularly important, as this generation seeks workplaces that acknowledge their psychological well-being, provide social support, and demonstrate ethical and empathetic management practices (Scholz, 2020; Deloitte, 2023).

Hypothesis 4: Organizational Support positively and significantly mediates the influence of Work-Life Balance on Generation Z Employee Commitment at 3-star hotels in Pontianak City.

The results of this study indicate that Organizational Support significantly mediates the relationship between Work-Life Balance (WLB) and employee commitment. The mediation effect shows a coefficient of 0.288, a T-statistic of 2.148, and a P-value of 0.032, confirming that the indirect effect of WLB on commitment through POS is statistically significant. These findings suggest that while WLB alone may not be sufficient to directly enhance employee commitment, it becomes highly effective when it strengthens employees' perceptions of organizational support. In other words, WLB policies contribute to commitment primarily by signaling that the organization genuinely cares about employees' well-being. This result is consistent with contemporary mediation studies which highlight POS as a psychological mechanism linking HR practices to positive employee outcomes (Kurtessis et al., 2019; Kim & Beehr, 2021). Recent hospitality and service-sector research further supports the role of POS as a critical bridge between work-life balance initiatives and long-term employee commitment, particularly among younger workers (Al-Harazneh et al., 2022; OECD, 2024).



CONCLUSION

Workers from Generation Z at 3-star hotels in Pontianak City will have their work-life balance (WLB) and commitment examined in this study, to determine the mediating impact of organizational support. The study's findings suggest that work-life balance positively affects employee commitment, however the relationship is not statistically significant. This suggests that younger workers' commitment is more affected by things like their perceptions of organizational support than by WLB, even though WLB is crucial to them. The WLB policy the company has put in place shows that they care about their employees' well-being more because of the favorable and significant effect that Work-Life Balance has on employees' views of organizational support. The Perceived Organizational Support (POS) theory posits that employees are more loyal and dedicated to their organizations when they feel valued and supported by such organizations. Employee commitment is positively impacted by organizational support, lending credence to this theory. Finally, the association between work-life balance (WLB) and employee commitment is moderated by organizational support, which implies that employees' perceptions of the support they receive from their employer amplify the favorable effect of WLB on their commitment. Overall, this study confirms that to increase employee commitment, especially among Generation Z, hotels need to pay attention to good WLB policies and ensure that these policies are perceived as real support for employee well-being.

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