

**THE EFFECT OF WORK ENGAGEMENT, WORK–LIFE  
BALANCE, AND JOB SATISFACTION ON THE  
PERFORMANCE OF GENERATION Z EMPLOYEES  
AT PT BESDA JAYA PRATAMA**

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**ABSTRACT**

*This study aims to examine the factors influencing the performance of Generation Z employees, with a particular focus on work engagement, work-life balance, and job satisfaction, within partner companies of PT Besda Jaya Pratama. The research is motivated by observed issues related to inconsistent employee performance, as well as suboptimal levels of work engagement, work-life balance, and job satisfaction. A quantitative approach was employed using a survey method involving 96 respondents. The collected data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique with the assistance of SmartPLS 4.0 software. The results indicate that work engagement, work-life balance, and job satisfaction have a positive and significant effect on employee performance. The coefficient of determination (R-square) value of 0.760 suggests that these three variables explain 76% of the variance in employee performance, while the remaining variance is influenced by other factors outside the research model. These findings highlight the important role of enhancing work engagement, achieving a balanced work–life relationship, and increasing job satisfaction in supporting the performance of Generation Z employees. Furthermore, the results may serve as a reference for developing human resource management strategies aimed at improving employee performance.*

**Keywords:** *Work Engagement, Work-Life Balance, Job Satisfaction, Employee Performance*

# **PENGARUH *WORK ENGAGEMENT*, *WORK-LIFE BALANCE*, DAN *JOB SATISFACTION* TERHADAP KINERJA KARYAWAN GENERASI Z PADA PT BESDA JAYA PRATAMA**

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## **ABSTRAK**

Penelitian ini dilakukan untuk mengkaji faktor-faktor yang memengaruhi kinerja karyawan generasi Z, khususnya *work engagement*, *work-life balance*, dan *job satisfaction*, pada perusahaan mitra PT Besda Jaya Pratama. Latar belakang penelitian ini didasari oleh adanya permasalahan terkait kinerja karyawan yang belum stabil serta belum optimalnya keterikatan kerja, keseimbangan antara pekerjaan dan kehidupan pribadi, serta tingkat kepuasan kerja. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap 96 responden. Data yang diperoleh dianalisis menggunakan metode *Partial Least Squares Structural Equation Modeling* (PLS-SEM) dengan bantuan aplikasi *SmartPLS 4.0*. Hasil analisis menunjukkan bahwa *work engagement*, *work-life balance*, dan *job satisfaction* berpengaruh positif dan signifikan terhadap kinerja karyawan. Nilai koefisien determinasi (*R-Square*) sebesar 0,760 mengindikasikan bahwa ketiga variabel tersebut mampu menjelaskan sebesar 76% variasi kinerja karyawan, sementara sisanya dipengaruhi oleh faktor lain di luar model penelitian. Temuan ini menegaskan bahwa peningkatan keterikatan kerja, keseimbangan kehidupan kerja, dan kepuasan kerja memiliki peran penting dalam mendukung kinerja karyawan generasi Z serta dapat dijadikan dasar pertimbangan dalam pengembangan strategi manajemen sumber daya manusia.

**Kata Kunci:** *Work Engagement*, *Work-Life Balance*, *Job Satisfaction*, Kinerja Karyawan