JOB SATISFACTION THROUGH WORK-LIFE BALANCE WITH THE ROLE OF INCLUSIVITY AS AN INDEPENDENT VARIABLE

KEPUASAN KERJA GEN-Z MELALUI WORK LIFE BALANCE DENGAN PERANAN INKLUSIVITAS SEBAGAI VARIABEL INDEPENDENT

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Abstract

This study aims to determine the direct and indirect influence of the variables of Inclusivity, Work Life Balance, and Job Satisfaction. Work Life Balance as an intervening variable. The method used is a quantitative descriptive approach with a purposive sampling technique, namely sampling with criteria that have been determined by the researcher. The data collection method uses a questionnaire with interval scale measurements and uses 120 respondents as a sample. For data analysis, model tests were used using the Smart PLS analysis tool. The results of this study show that inclusivity has a significant influence on work-life balance and job satisfaction directly, and it is found that work-life balance has a significant role in mediating between inclusivity and job satisfaction

Keywords : Inclusivity; Work Life Balance; Job Satisfaction;

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh langsung dan tidak langsung dari variable Inklusivitas, Work Life Balance, Kepuasan Kerja. Work Life Balance sebagai variabel intervening. Metode yang digunakan adalah pendekatan deskriptif kuantitatif dengan teknik pengambilan sampel purposive sampling yaitu pengambilan sampel dengan kriteria yang sudah ditentukan oleh peneliti. Metode pengumpulan data menggunakan kuesioner dengan pengukuran skala interval dan

menggunakan 120 responden sebagai sampel. Untuk analisis data menggunakan uji model menggunakan alat analisis SmartPLS. Hasil penelitian ini menunjukkan bahwa inklusivitas memberikan pengaruh signifikan terhadap work life balance dan kepuasan kerja secara langsung, dan ditemukan hasil bahwa work life balance memiliki peranan yang signifikan dalam memediasi antara inklusivitas dan kepuasan kerja

Kata Kunci : Inklusivitas; Work Life Balance; Kepuasan Kerja;

1. INTRODUCTION

Work is an existence where a person provides knowledge, skills and attitudes in a procedure that has been established in a company or agency (Raju Adha et al., 2023). the current world of work which is dominated by workers who were born between the mid-1990s to the early 2010s, is a group that grows and develops in a social, economic, and dynamic technology, while (Zis et al., 2021) said that this change has had a significant impact on the views and life experiences of Generation Z. Based on this, of course, it has an impact on job satisfaction in generation Z or Gen-Z who are undergoing work. Based on a survey from GooStats data (year), job satisfaction for Generation Z or Gen-Z is something that is considered to be able to provide what they target in their needs. Several other surveys conducted by Lever (2022) show that around 40% of Gen Z and 24% of millennials want to leave their jobs within two years.with Burnout or job dissatisfaction as one of the reasons.and according to (Deloitte, 2022) the younger generation wants a better work balance, more vacation time, the ability to work remotely, and the social and environmental responsibility of the company is something that is expected by the millennial and Gen Z employees of their employers The phenomenon of Generation Z in terms of job satisfaction can be seen in a survey conducted by Jakpat (2024) which is shown in the graph below:
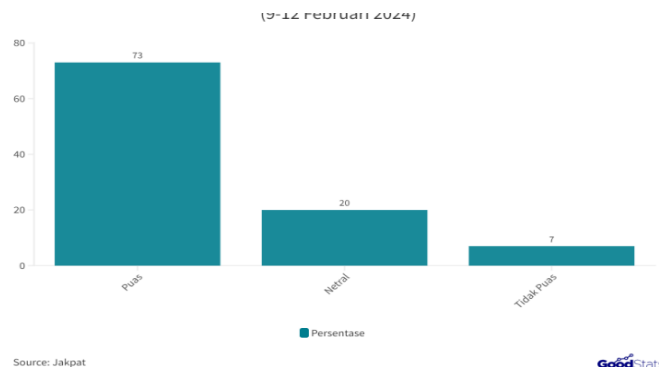
Based on the graph above, it shows that the preference of Generation Z in the level of satisfaction is still high seen with a large percentage of satisfaction of 73%, but it is a concern that there are some dissatisfaction and those who do not give answers, so that there tends to be still job dissatisfaction in Generation Z, this can also be seen from the finding that the mass resignation of Generation Z and millennials will continue. In addition, if their needs are not met, they may leave the company where they work due to job dissatisfaction and work-life balance is very influential by the current young generation (Waworuntu et al., 2022). One of the factors that affect the job satisfaction of gen-z is work-life balance, which provides an explanation that work-life balance is an individual's ability to achieve balance (Rozaq, 2021), another view expressed by (Destry Yayu Ramdhani, Rasto, 2020) says that work-life balance is a dynamic and sustainable process to achieve a healthy balance,

In recent years, work-life balance has become a topic in the work-life literature of Greenhaus and Allen's research, 2010, as the level of satisfaction of Gen-Z both at work and at home as the fulfillment of expectations related to negotiated roles that are compatible with various roles at a certain time. what they do in the field. (Ngalimun et al., 2022) Therefore, gen-Z job satisfaction is very

important in forming a healthy work-life balance for individuals, When a person feels satisfied with their job, they tend to have greater motivation to manage their time wisely and set clear boundaries with their personal life (Budiman Raharja Rukmana, 2024).In addition to other work-life balance factors such as inclusivity, it is an important element in supporting employee productivity and well-being in an organization, such as having policies and practices that can support diversity.and from Ramdani Bayu Putra's 2022 research shows that inclusivity can have different impacts on job satisfaction depending on leadership behavior, type of work and employee characteristics. The results of the study (Aquina Tiara Dewi, 2023) found that inclusive leadership does not always increase job satisfaction, especially if employees feel that leadership is not effective in managing conflicts and differences.

Herzberg's (1980) research in 2010 explained that the factors that can increase job satisfaction are: achievement, recognition for accomplishment, challenging work, increased responsibility, and growth and development (Nofsri Suriyana, 2021). The work-life balance theory is a process in which an individual/worker can balance between his work life and his personal life (Hanisa Putri Pratama, 2024) while according to Fisher in Nurhabiba (2020) Suggests that the work-life balance theory can make a worker between two or more roles where the roles are equally important to him and most likely to be his or her responsibility. It can be interpreted that every employee wants strong career growth and work-life balance in the workplace, to ensure a good job description for each field and to provide opportunities for Generation Z to always learn and develop

2. RESEARCH METHOD

This study uses a quantitative approach (Sugiyono, 2018) which in this study was carried out in Makassar City, with the object of research on the z-generation who work for the company, the data source used in this study uses primary data, with a data collection method through a research questionnaire, the sample in this study is carried out with a hair approach (what year) where the number of working gen-z population is unknown, Then calculations can be carried out with a multiplication model from the number of indicators from each variable as much as 5-10, then based on the indicators of 3 (three) existing research variables consisting of 5 indicators x 3 variables, so that the total indicators are 15 indicators x 10, then the sample is 150 gen-z working on the company. The data analysis technique carried out in this study is path analysis with the smartPLS 0.3 software approach. where according to (Ghozali, 2019) it is said that the quantum approach.

3. RESULTS AND DISCUSSION

Based on filling in the personal identity in the questionnaire by the respondents, age data from the respondents can be obtained as follows:

Table.1
Characteristics Based on Worker Age

No	Age	and Sum	Percentage
1	19 – 22	50	20
2	23 – 25	70	80
	Total	120	100

Source: primary data processed, 2025

From table 1 above, the characteristics of respondents based on age, show that there are 50 respondents aged 19-22 years, and 70 respondents aged 23-25 years.
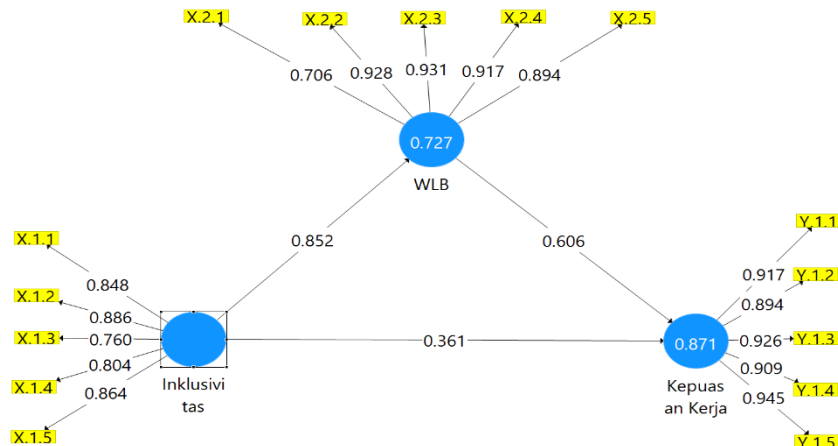
Evaluasi Outer Model atau Measurement Model Convergent Validity

Table.2
Outer Loadings

Variable	Indicators	Outer Loadings	information
Job Satisfaction	X1.1	0,848	Valid
	X1.2	0,886	Valid
	X1.3	0,760	Valid
	X1.4	0,804	Valid
	X1.5	0,864	Valid
Work life Balance	X2.1	0,706	Valid
	X2.2	0,928	Valid
	X2.3	0,931	Valid
	X2.4	0,917	Valid
	X2.5	0,894	Valid
Inclusivity	Y1.1	0,917	Valid
	Y1.2	0,894	Valid
	Y1.3	0,926	Valid
	Y1.4	0,909	Valid
	Y1.5	0,945	Valid

Source : Primary data processed, 2025
The results of processing using SmartPLS can be seen in Table 4.5 above The value of the outer model or the correlation between the construct and the variable there are several indicators whose value is < 0.7 but the value is close to the value of the loading factor so it can still be said to be valid.
Discriminant Validity

Table.3
Discriminant Validity Metode Average Variance Extracted (AVE)

Variable	AVE	information
Inklusivitas	0,695	Valid
work life balance	0,773	Valid
Kepuasan kerja	0,843	Valid

Source: Primary data processed, 2025

Based on the data in table 4.6 above, it can be seen that the AVE value of the job satisfaction variable > 0.5 with a base value of 0.695, for the work life balance variable value > 0.5 with a value of 0.773, for the inclusivity variable > 0.5 with a value of 0.843, This shows that each variable has a good discriminatory validity.

Uji Composite realibility

Table.4
Composite Reliability

Variable	Composite Reliability	Information
Kepuasan kerja	0,919	Reliable
Work life balance	0,944	Reliable
Inklusivitas	0,964	Reliable

Source: Primary data processed, 2025

Based on the data in table 4.7 above, it can be seen that the Composite Reliability value of the job satisfaction variable > 0.7 with a value of 0.919, for the work life balance variable has a > value of 0.7 which is 0.944, for the inclusivity variable has a > value of 0.7 which is 0.964. This shows that each variable has a Composite Reliability > 0.70, showing that the three variables are reliable.

Cronbach's Alpha

Table 5
Cronbach's Alpha

Variable	Cronbach's Alpha	Information
Kepuasan kerja	0,889	Reliable
Work life balance	0,924	Reliable
Inklusivitas	0,953	Reliable

Source: Primary data processed, 2025

Based on the data in table 4.8 above, it can be seen that the Cronbach's Alpha value of the job satisfaction variable > 0.7 with a value of 0.889, for the work life balance variable has a > value of 0.7 which is 0.924, for the inclusivity variable has a > value of 0.7 which is 0.953. This shows that each variable has a Cronbach's Alpha > 0.70, indicating that all three variables are reliable.

Evaluasi Inner Model
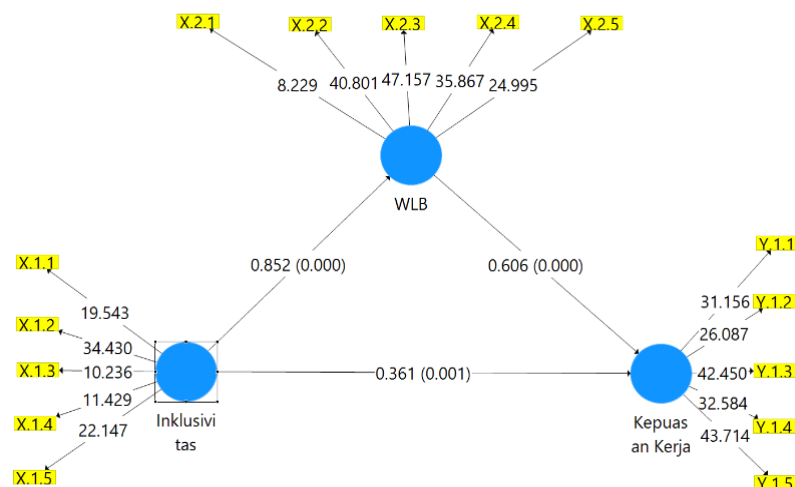
Coefficient Determination (R^2)

Based on the data processing that has been carried out using smartPLS 3.0, the R-Square values are obtained as follows:

Tabel 6.
Coefficient of Determination

Variabel	R Square (R^2)	R Square Adjusted
work life balance	0,727	0,724
kepuasan kerja	0,871	0,868

Source : Primary data processed, 2025

The R-Square table was used to see the magnitude of the influence of the job satisfaction orientation variable of 0.727 and was declared to have a moderate value. Then the R-square is used to see the influence of the variable of the work-life balance orientation variable with a value of 0.871 and is declared to have a moderate value.

Uji Kebaikan Model (Goodness of Fit)

$$Q \text{ Square} = 1-[(1-R^2_1) \times (1-R^2_2)]$$
$$= 1-[(1-0,727) \times (1-0,871))$$
$$= 1-(0,273 \times 0,129)$$
$$= 1-0,035217$$
$$= 0,97$$

Based on the results of the calculation above, a Q-Square value of 0.97 or 97% is obtained, which shows the diversity of the research data that can be proposed by the research model of 97%, while the remaining 3% is explained by other factors outside this study. Thus, from these results, this research model can be stated to have a good goodness of fit. Hypothesis Test

Table.7
Results of Hypothesis Test through Path Coefficient Boostrapping Technique

Path	Hypothesis	Big influence	T Statistics	t-tabel	P Values	Information
Inclusivity --> WLB	H1	0,852	18,191	1,967	0,000	Positive and significant
Inclusivity -> job satisfaction	H2	0,361	3,349	1,967	0,001	Positive and significant
WLB -> KP	H3	0,606	5,340	1,967	0,000	Positive and significant
Inclusivity-WLB-Job satisfaction	H4	0,854	3,181	1,967	0,001	Positive and significant

Source: Primary data processed ,2025

This study proposes as many as 5 hypotheses. Hypothesis testing uses bootstrapping analysis techniques. Through the t-statistical results obtained, the influence of the level of significance between independent variables to dependent variables can be obtained. When the t- statistic value > 1.967. (=TINV (0.05.50) (t-table significance 5%) then the effect is significant. Furthermore, through the results of the P Value obtained by the P Value value in each variable < 0.05, H0 is rejected. The positive influence can be seen through Original Semple. The summary results of the direct influence test are as follows:

Based on table 7 above, it can be seen that the t-statistic of the direct influence of work life balance inclusivity is greater than that of t-table (1.967), which is 18.191 with an influence of 0.852 and the P-value <0.05 of 0.000, so it can be concluded that the direct influence of inclusivity on work life balance is positive and significant. So in accordance with inclusivity, it has a positive effect on the work life balance of H1 accepted. The t-statistical value of the influence of inclusivity on job satisfaction is greater than that of the t-table (1.967), which is 3.349 with an influence of 0.0361 and the P-value <0.05 is 0.001, so it can be concluded that the direct influence of inclusivity on job satisfaction is positive and significant, then in accordance with inclusivity, it has a positive effect on job satisfaction H2 received. The t-statistical value of the effect of work-life balance on job satisfaction is greater than that of the t-table (1.967), which is 5.340 with an influence of 0.606 and the P-value <0.05 as a ...

DISCUSSION

The findings of the study show that the role of inclusivity in influencing work-life balance has a significant positive meaning, this explains that the higher the inclusivity, the higher the work-life balance of generation Z, where the findings of this study are corroborated by previous researchers who are in line with (Haar et al., 2014) showing that the role of inclusivity can have an impact on work-life balance. (Aura & Hutahaean, 2025)

The findings of the study show that the role of inclusivity in influencing job satisfaction has a significant positive meaning, this explains that the higher the inclusivity, the higher the job satisfaction of generation Z, where the findings of this study are corroborated by previous researchers who are in line (Roberson, 2019) showing that the role of inclusivity can have an impact on job satisfaction (Dewa Gede Satriawan, 2021)

The findings of the study show that the role of work-life balance in influencing job satisfaction has a significant positive meaning, this explains that the higher the work-life balance, the higher the job satisfaction of generation Z, where the findings of this study are corroborated by previous researchers who are in line with (Fitrio & Dewi, 2019) showing that the role of work-life can have an impact on job satisfaction. (lista Meria, Nina Nurhasanah, 2021)

The findings of the study show that the role of work-life balance in influencing inclusivity has a significant positive meaning, this explains that the higher the work-life balance, the higher the inclusivity of generation Z, where the findings of this study are corroborated by previous researchers who are in line (Usman et al., (2019) by showing that the role of work-life can have an impact on job satisfaction (Satriawan, 2020)

4.CONCLUSION

Based on the results of the research and discussion, it can be concluded that:
1. Inclusivity has a positive and significant effect on work-life balance. This shows that the higher the inclusivity, the higher the work-life balance in generation Z.
2. Inclusivity has a positive and significant effect on job satisfaction. This shows that the higher the inclusivity, the higher the job satisfaction in Generation Z.
3. Work-life balance has a positive and significant effect on job satisfaction. This shows that the higher the work-life balance, the higher the job satisfaction of Generation Z.
4. Work-life balance has a positive and significant role in mediating inclusivity and job satisfaction. This shows that the higher the inclusivity, the higher the job satisfaction of Generation Z as the work-life balance increases.

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