

## The Influence of Work-life Balance and Mental Health on Work Motivation with the Mediation Variables of Job Satisfaction In Generation Z at South Jakarta, Indonesia

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### ABSTRACT

This research contains quantitative descriptive research with the aim of knowing and proving the influence of the relationship between exogenous and endogenous variables as well as mediating variables. The population in this study was 246,433 in generation Z in South Jakarta, Indonesia. The sample in this study was calculated based on the Slovin formula, so it had a sample of 99.95, which was rounded to 100. The data was tested using the PLS-SEM 3.2.9 application. The results of this research show that (1) work-life balance has a significant positive effect on job satisfaction; (2) mental health has a significant positive effect on job satisfaction; (3) job satisfaction has a significant positive effect on work motivation; (4) work-life balance has a positive and significant effect on work motivation, mediated by job satisfaction; and (5) mental health has a positive and significant effect on work motivation, mediated by job satisfaction.

## **INTRODUCTION**

Growth in a company is determined not only by managing finances based on capital strength alone but also by the success of human resources. Important components in the company, namely human resources, are able to create planning, organizing, and evaluating within the company. Things that affect employee motivation include an unbalanced work-life balance that results in less job satisfaction and mental health disorders such as stress. Generation Z (Gen Z) is the generation in the birth range of 1997–2012. According to the 2020 Population Census, the majority of Indonesia's population is dominated by generation Z. The proportion of generation Z is 27.94%, so this generation is listed as being in the productive age category, which can be an opportunity to accelerate economic growth. It was explained in Hafidz & Nofiyanti (2022) that Gen Z, who has just entered the workforce, has high work motivation; their motivation is predominantly high, accompanied by high performance.

(Firdaus, 2022) explains that work-life balance is a state in which a person is able to balance their responsibilities with work and other things outside of work. For there to be a connection between job satisfaction, the explanation (Jufrizen & Tiara, 2021) is that job satisfaction is an employee's attitude towards his work, which is related to the work situation, cooperation between employees and the rewards received at work, as well as matters related to physical and psychological factors. The World Health Organization (WHO) explains in 2022 that healthy mental health is the state of a person who is able to realize his or her own abilities, to cope with the normal stresses of life, to be productive at work and to be able to contribute to their environment.

A survey conducted by ResumeBuilder.com identified reasons why managers find it difficult to find Generation Z to work with at work. The highest reasons are "lack of skills in technology" and "lack of motivation" to the lowest reason is that Generation Z tends to be "dishonest". From the survey explanation in Databoks or ResumeBuilder, there are various problems for Generation Z at work. We can conclude that this generation is not satisfied with their jobs. Because, in the survey, 65% of Generation Z resigned more often. Gen Z dominates the interests of a stable work-life balance and maintaining mental health in order to have a sense of satisfaction at work or in their personal life. This can also have a motivating impact at work if the two have a stable relationship. If everything is fulfilled, an employee will be able to achieve performance and have maximum work productivity. This research is motivated by several studies conducted by (Pratama & Setiadi, 2021); (Ngalimun, et al., 2022); (Runtu, et al., 2022); (Simamora, 2022); (Saptono, et al. 2020); (Kazekami, 2020) that there is a relationship between work-life balance, mental health and work motivation or there is a relationship with the job satisfaction variable. Research (Romdhon & Putro, 2024) explains that burnout, which is categorized as mental health, has a negative and significant effect on job satisfaction. However, research (Endeka, et al. 2020) states that there is no significant influence between work-life balance and job satisfaction.

## LITERATURE REVIEW

### *Human Resource Management*

As explained by (Dessler, 2020) human resource management covers all aspects of the company such as the employee development process and includes human resource activities in the company to achieve predetermined company targets. According to (Catio, et.al 2020) human resource management is a field of management that specializes in the study of human relations and their role in organizations. The HRM element is an individual who is an employee in a company.

### *Work Motivation*

Employers need to be aware of their workers' motivation at work since it plays a significant role in their drive to meet objectives. According to (Widodo & Yandi, 2022) in order to improve employee performance and productivity, companies need to provide motivation to employees. It was also explained according to (Asi & Gani, 2021) that with the right motivation, employees are encouraged to do the maximum possible in carrying out their duties because they believe that the organization will be successful in achieving its goals and various targets. According to Maslow in (Gunawan, et al. 2020) the following indicators to determine the level of employee work motivation are: Physical Needs; Security and Safety Needs; Social Needs; Need for Appreciation; and the need for self-realization.

### *Work-life Balance*

The explanation (Jackson & Fransman, 2018) shows that financial well-being, work-life balance, and productivity result in job satisfaction. Implementing work-life balance is not just an initiative from employees in managing their roles; it requires support from the company or organization. The opinion (Firdaus et al., 2024) also explains that work-life balance refers to harmony between a person's professional responsibilities and personal activities. The following are indicators of work-life balance, according to Fisher et. al., and according to Tongam et al., work interference with personal life, work interference with personal life, work interference with personal life, and work interference with personal life (2021).

### *Mental Health*

According to the World Health Organization (WHO) in 2022, mental health refers to a state of mental well-being that enables an individual to manage life's stressors, reach their full potential, perform well in school and at work, and give back to their community. In fact, according to Harter et. al., employee mental health is grouped into workplace well-being or well-being in the work environment, which describes the positive feelings and situations that employees experience at work (Meidina & Laura, 2022). According to Yusuf, the dimensions as indicators of mental health are as follows (Saptono et al. 2020): physical, psychological, social, and moral.

### ***Job Satisfaction***

According to Afandi, job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation for achieving important values in their work (Makkira, et al. 2022). Also explained by George & Jones (Sutrisno, et al. 2022) is that job satisfaction is associated with a set of feelings, beliefs and thoughts about how a person responds to their work. Indicators are also interpreted as dimensions. So, according to Affandi, the job satisfaction indicators are as follows (Putri, et al. 2023): Job; Wages; Supervisor; and Co-workers.

### ***Development of research hypothesis***

#### ***Work-life Balance on Job Satisfaction***

Currently the productive age at work refers to gen Z, where at work gen Z has a sense of satisfaction at work if the work-life balance is able to fulfill it. Work-life balance must be maximally fulfilled. If an employee is able to maintain a stable work-life balance, then the employee will provide maximum performance and be able to be productive. Research conducted by (Savitri & Gunawan, 2023); (Aruldoss, 2021); (Arunashantha, 2019); (Firdaus et al., 2024); (Endeka et al., 2020); (Nawarcono & Setiono, 2021) and (Yanti & Meutia, 2024) have a relevant relationship with the work-life balance variable on job satisfaction. Having a work-life balance is important for every individual. Based on the background of the survey, the importance of work-life balance in Gen Z is something that needs attention because it can create job satisfaction in a company or organization.

H1: The Influence of Work-life Balance on Job Satisfaction

#### ***Mental Health on Job Satisfaction***

The existence of a relationship between mental health and job satisfaction is one whole because if an employee is mentally healthy, then of course job satisfaction will be created within the employee himself. In the world of work, mental health is a state of well-being where individuals are able to overcome the normal stresses of life so that they are able to work productively, usefully and make a contribution to the company or organization. Research conducted by (Scanlan & Still, 2019); (Hünefeld et al., 2020); (Bulińska-Stangrecka & Bagieńska, 2021); (Savitri & Gunawan, 2023); (Nimas, 2019) and (Sipayung, et al. 2023) have a relationship with mental health which can influence employee job satisfaction. That employee job satisfaction is formed based on employees who are able to love their work and achieve satisfactory performance and have a fairly healthy mentality.

H2: The Influence of Mental Health on Job Satisfaction

#### ***Job Satisfaction on Work Motivation***

Job satisfaction arises in employees because they feel satisfied with their performance or the work environment. This refers to the relationship with work motivation, if employees do not feel satisfied with their performance or in their work environment, then it can be said that employees will indirectly be demotivated. There is an influence of job satisfaction on work motivation, this is

proven in research (Afifah & Al Musadieg, 2017) and (Putra, 2017). And there is a relationship between the job satisfaction variable and the work motivation variable which is very relevant and has a significant influence on each other. This is also found in research (Singh, 2016), (Nurhalipah et al., 2021).

H3: The Influence of Job Satisfaction on Work Motivation

***Work-life Balance on Work Motivation is Mediated by Job Satisfaction***

Motivation occurs when there is a stimulus within an individual in the form of an urge to do something. Work-life balance is a factor in employee work motivation, mediated by job satisfaction. If work motivation increases, work-life balance will also increase, thereby creating job satisfaction for an employee. This is related to job satisfaction because it can be enjoyed at work, outside of work, or in other employees' lives. The following is relevant research on the relationship between work-life balance and work motivation as an intermediary with job satisfaction, namely (Savitri & Gunawan, 2023); (Wardhani & Hasan, 2024); (Tiffany, 2023); (Kurniasari & Bahjahtullah, 2022); and (Aliasah, et al., 2020). Work motivation is an important component in employees, with increased motivation there will also be an increase in performance so that employees are able to create job satisfaction and are able to create work-life balance.

H4: The influence of Work-life Balance on Work Motivation is Mediated by Job Satisfaction

***Mental Health on Work Motivation is Mediated by Job Satisfaction***

Work motivation is an encouragement in achieving one's work. Work stress is one element that can affect employee mental health. Psychological well-being is able to create a positive attitude and be physically and mentally healthy so that they are able to develop their potential and increase their motivation both within the scope of work and not within the scope of work. Work motivation also plays a role in maintaining the mental health of oneself and others while working, especially maintaining good performance and productivity.

Research conducted by (Kotera et al., 2019); (Savitri & Gunawan, 2021); (Singh, 2016); (Putra, 2019); and (Andayani, 2020) explains the relationship between mental health variables, work motivation and job satisfaction. The relationship between the three variables greatly influences the performance or productivity of employees in a company or organization.

H5: The influence of Mental Health on Work Motivation is Mediated by Job Satisfaction

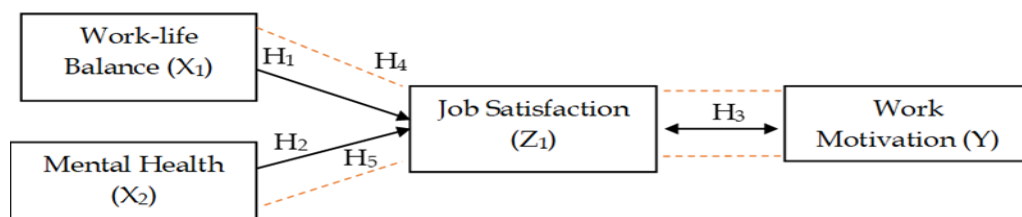


Figure 1. Research Framework

**METHODOLOGY**

This research uses descriptive analysis using loading factor values and Average Variance Extracted (AVE) values and inferential analysis referring to the output/outer model, also known as the measurement model. Data were collected using a questionnaire distributed via mass media on Google Form with the assessment measured by a Likert scale. The population of this study is 246,433, which is the number of Gen Z residents who work in South Jakarta (BPS, 2021-2022). This research contains samples calculated using the Slovin formula with an error limit of 10% so that the sample result is 99.95 rounded to 100 samples.

**RESEARCH RESULT**

This research contains several analyzes namely Outer Model Analysis, Inner Model Analysis, and Hypothesis.

*Outer Model Analysis*

Outer model in the form of evaluation of measurement models. In PLS-SEM, the outer model is used to specify the relationship between variables and their indicators.

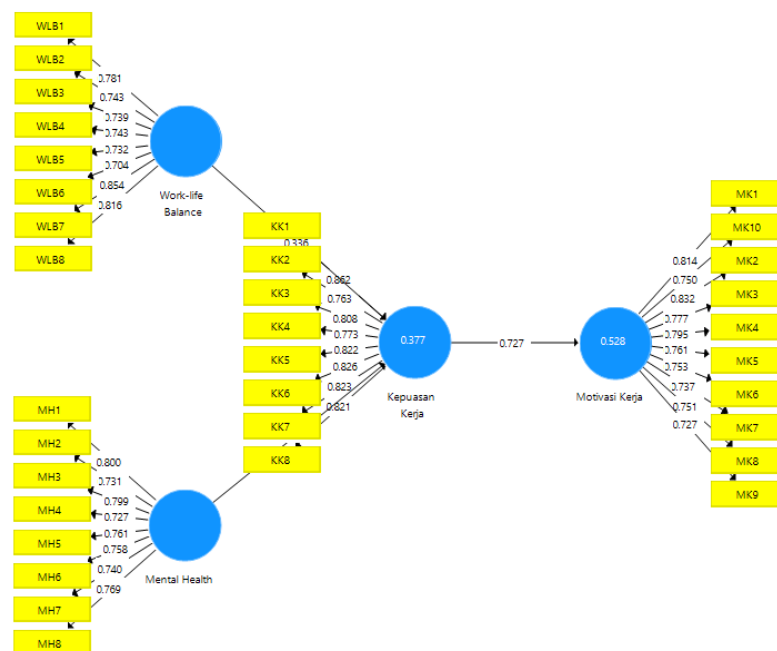


Figure 2. Outer Model  
Source: PLS-SEM 3.2.9

*Validity Test*

In PLS-SEM there are two categories in validity testing, namely convergent and discriminant validity. Testing the validity of reflective indicators with the SmartPLS program can be seen from the loading factor value for each construct indicator.

Table 1. Convergent Validity of Output Loading Factor

Variable	Outer Loading Factor
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MK1	0.814	
MK2	0.750	
MK3	0.832	
MK4	0.777	
MK5	0.795	
MK6	0.761	
MK7	0.753	
MK8	0.737	
MK9	0.751	
MK10	0.727	
WLB1		0.781
WLB2		0.743
WLB3		0.739
WLB4		0.743
WLB5		0.732
WLB6		0.704
WLB7		0.854
WLB8		0.816
MH1		0.800
MH2		0.731
MH3		0.799
MH4		0.727
MH5		0.761
MH6		0.758
MH7		0.740
MH8		0.769
KK1		0.862
KK2		0.763
KK3		0.808
KK4		0.773
KK5		0.822
KK6		0.826
KK7		0.823
KK8		0.821

Source: PLS-SEM 3.2.9

The results in table 1 state that each variable meets the requirements for convergent validity because having a value  $>0.70$  is declared valid. Values  $>0.70$  are confirmatory and exploratory are declared valid. Discriminant validity with reflective indicators is by looking at cross loading values  $>0.70$ . In this research, the cross loading value as shown in the data tabulation above is  $>0.70$  for each variable, so this research is said to be valid. In testing validity, this research does not only contain convergent and discriminant validity. This research contains the average variance inflation factor value which is used to see whether the data is valid or invalid.

Table 2. Result AVE (Average Variance Extracted)

<b>Variable</b>	<b>AVE (Average Variance Extracted)</b>
<i>Work-life Balance</i>	<b>0.586</b>
<i>Mental Health</i>	<b>0.579</b>
Job Satisfaction	<b>0.661</b>
Work Motivation	<b>0.594</b>

So, based on the overall AVE value for the variable, the value shows  $>0.50$  which is declared valid and meets the research requirements.

### **Reliability Test**

Table 3. Result Cronbach's Alpha

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Category</b>
Work Motivation (Y)	0.924	Very Reliable
Job Satisfaction ( $Z_1$ )	0.926	Very Reliable
<i>Work-life Balance</i> ( $X_1$ )	0.899	Very Reliable
<i>Mental Health</i> ( $X_2$ )	0.897	Very Reliable

Source: PLS-SEM 3.2.9

The data tabulation results above show that the Cronbach's Alpha value is dominated by the "very reliable" category. The work motivation variable has an alpha value of 0.924, job satisfaction has an alpha value of 0.926, work-life balance has a value of 0.899, and the mental health variable has an alpha value of 0.897.

Table 4. Result Composite Reability

<b>Variable</b>	<b>Composite Reability</b>
Work Motivation (Y)	0.936
Job Satisfaction ( $Z_1$ )	0.940
<i>Work-life Balance</i> ( $X_1$ )	0.918
<i>Mental Health</i> ( $X_2$ )	0.917

Source: PLS-SEM 3.2.9

The composite reliability value must be greater than 0.70 ( $>0.70$ ), this is proven to be  $>0.70$  based on the data tabulation results above. That work motivation has a value of 0.936; job satisfaction has a value of 0.940; work-life balance has a value of 0.918; and mental health has a value of 0.917, which means it is declared valid or reliable.

### **Determinant Coefficient Test (R-Square)**

Table 5. Result R Square

<b>Variable</b>	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Job Satisfaction (<math>Z_1</math>)</b>	0.528	0.523
<b>Work Motivation (Y)</b>	0.377	0.364



It was concluded that the R-Square test value for "job satisfaction" was the Adjusted R-Square on the path using a mediating variable or called an intervening variable of 0.523, meaning the ability of the work-life balance variable with mental health to explain job satisfaction was 52.3%. Furthermore, work-life balance with mental health on job satisfaction in explaining work motivation is 0.364 (36.4%). So it can be concluded that this research is a moderate research model.

***Hypothesis Analysis***  
***Path Coefficients***

Table 6. Result of Path Coefficients

	Original Sample (O)	Sample Mean (M)	STDEV	T - Statistic	P - Values
Kepuasan Kerja -> Motivasi Kerja	0.727	0.741	0.080	9.141	0.000
Mental Health -> Kepuasan Kerja	0.401	0.412	0.102	3.932	0.000
Work-life Balance -> Kepuasan Kerja	0.336	0.349	0.079	4.248	0.000

Source: PLS-SEM 3.2.9

Based on the tabulation results above, it is concluded that job satisfaction has a significant positive effect on work motivation as shown in the parameter coefficient of 0.727. The significant value is 0.000, which is smaller than the alpha level of 10% (0.1). This also shows that the T-statistic value of 9.414 is greater than 1.660 (t-table). Then, mental health also shows results that have a significant positive effect on job satisfaction as shown in the parameter coefficient of 0.401. And there is a significant value of 0.000 which indicates it is smaller than the alpha level of 10% (0.1). Another thing shown in the T-statistic of 3.932 is that this value is greater than 1.660 (t-table). Furthermore, work-life balance turns out to have a significant positive effect on job satisfaction with a parameter coefficient of 0.336 and a significant value of 0.000, this shows that the value is smaller than the alpha level of 10% (0.1). Another thing is also shown by the T-statistic of 4.248, indicating a value greater than 1.660 (t-table).

***Indirect Effect***

Table 7. Result Indirect Effect

	Original Sample (O)	Sample Mean (M)	STDEV	T - Statistic	P - Values
Kepuasan Kerja -> Motivasi Kerja					
Mental Health -> Kepuasan Kerja					
Mental Health -> Motivasi Kerja	0.291	0.311	0.102	2.842	0.000
Work-life Balance -> Kepuasan Kerja					
Work-life Balance -> Motivasi Kerja	0.244	0.258	0.062	3.944	0.000

Source: PLS-SEM 3.2.9

Based on the results, the indirect effect value is used to see the influence of mental health on work motivation which is mediated by job satisfaction of 0.291 with the T-statistic value showing a result of 2.842 which is greater than 1.660 (t-

table). With a significance value (P Value) of 0.000, it indicates a value smaller than the alpha level of 10% (0.1). Furthermore, there is an influence of work-life balance on work motivation which is mediated by job satisfaction with a value of 0.244, where the data tabulation above shows a T-statistic of 3.944 which is greater than 1.660 (t-table). This refers to a significance value (P Value) of 0.000, a value smaller than the alpha level of 10% (0.1). So, the job satisfaction variable is a mediator or intervening variable. Thus, the job satisfaction variable is able to play a good role in mediating the influence between mental health variables and work motivation as well as work-life balance and work motivation.

## **DISCUSSION**

### **The Influence of Work-life Balance on Job Satisfaction**

Based on the results of hypothesis testing through the loading path coefficient, the output results prove that H1, namely work-life balance, is proven to have a significant positive effect on job satisfaction. This is proven by work-life balance on job satisfaction having a parameter coefficient value of 0.336 and a value of 4.248 (t-count) which is greater than the value of 1.660 (t-table). Gen Z's work-life balance has an influence on their job satisfaction. When work-life balance improves, it refers to their increased job satisfaction.

### **The Influence of Mental Health on Job Satisfaction**

Mental health has a big influence on employee performance. In this case, if mental health problems occur, employee performance decreases and employees are unable to be productive. Based on the results of the path coefficient output, it is explained that mental health simultaneously has a positive effect on job satisfaction. This is proven by the parameter coefficient value of 0.401. And there is a significant value (P Value) of 0.000, indicating it is smaller than the alpha level of 10% (0.1). Another thing shown is that the value of 3,932 (t-count) is greater than 1,660 (t-table).

### **The Influence of Job Satisfaction on Work Motivation**

Based on the hypothesis results, it is concluded that H3 is acceptable and job satisfaction simultaneously has a positive effect on work motivation. It is proven in the PLS-SEM 3.2.9 output results that it has a parameter coefficient value of 0.727. The significant value (P Value) is 0.000, which is smaller than the alpha level of 10% (0.1) or  $0.000 < 0.1$ . This also shows that the value of 9,414 (t-count) is greater than 1,660 (t-table), so the more job satisfaction is created, the more work motivation will increase.

### **The influence of work-life balance on work motivation is mediated by job satisfaction**

The output results in PLS-SEM show that work-life balance has a positive and significant effect on work motivation, mediated by job satisfaction. Therefore, H4 is accepted simultaneously and has a positive effect. There is an influence of work-life balance on work motivation which is mediated by job satisfaction with a value of 0.244 where the output results show a value (t-count) of 3.944 which is greater than 1.660 (t-table). This refers to a significance

value (P Value) of 0.000, a value smaller than the alpha level of 10% (0.1). This is proven that job satisfaction is a mediating (intervening) variable which plays a good role in mediating the influence between work-life balance and work motivation.

### **The influence of Mental Health on Work Motivation is mediated by Job Satisfaction**

The results of the direct influence coefficient are 0.052 and the p-value is 0.506 ( $> 0.05$ ), which shows that there is a positive, but not significant, influence between innovative work behavior and task performance. The study's findings indicated that employees were not motivated to innovate at work because they did not see the benefit in their peers' excitement for fresh ideas. Appropriate efforts and strategies to increase enthusiasm for new ideas include involving employees in brainstorming sessions to develop more innovative and interesting ideas, providing awards, and collaborating by involving colleagues in channeling new ideas.

### **CONCLUSIONS**

Based on the results of this research, it can be concluded as follows:

1. Work-life balance has a positive and significant effect on job satisfaction
2. Mental Health has a positive and significant effect on Job Satisfaction
3. Job Satisfaction has a positive and significant effect on Work Motivation
4. Work-life balance has a positive and significant effect on work motivation, mediated by job satisfaction
5. Mental Health has a positive and significant effect on Work Motivation, mediated by Job Satisfaction

### **RECOMMENDATIONS**

Based on the analysis and discussion, here are some suggestions for generation Z or companies to be better and able to improve, which can be seen based on the results of descriptive tests, interpretation of the results of respondents' answers through the lowest outer loading for each variable:

1. This is recommended for Generation Z to increase their work motivation so that they are able to complete their work as optimally as possible. Companies must also pay attention to their employees' work motivation, because the more employees have increased work motivation, the more they can complete their work tasks as optimally as possible.
2. That the dominant generation Z does not play their role in work or family so that work-life balance is not created. This needs to be a problem for employees because work-life balance is not created. The advice obtained is that generation Z must have a good work-life balance by carrying out positive activities because if they experience stress at work, it can have an impact on family life and others.
3. Generation Z cannot complete tasks because they are in an emotional state. This needs to be considered or studied by generation Z in managing

emotions well so that it does not impact their work and is able to complete their work well.

4. Suggestions for companies to be able to create good work intensity because this has an impact on completing work and encourages them to work better and more productively.

#### **ADVANCED RESEARCH**

1. Researchers suggest that when conducting similar research, differentiate the mediating variables because it provides a different understanding of the relationship between variables.
2. This research only has four variables. It is recommended that further research use more than four variables to obtain more comprehensive insights.
3. If you can carry out research on the same topic, but differentiate it into different objects or sectors, this can make the research more complex and more comprehensive.

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