

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja karyawan Generasi Z di Kabupaten Jombang dengan *work-life balance* sebagai variabel mediasi. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Data diperoleh melalui penyebaran kuesioner kepada 100 karyawan Generasi Z yang bekerja di berbagai perusahaan di Kabupaten Jombang menggunakan teknik purposive sampling. Analisis data dilakukan menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS) melalui perangkat lunak SmartPLS 4.1. Hasil penelitian menunjukkan bahwa lingkungan kerja dan motivasi kerja berpengaruh positif dan signifikan terhadap *work-life balance*. Selain itu, lingkungan kerja, motivasi kerja, dan *work-life balance* juga berpengaruh positif dan signifikan terhadap kinerja karyawan Generasi Z. Pengujian efek mediasi menunjukkan bahwa *work-life balance* mampu memediasi secara parsial pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja karyawan Generasi Z. Temuan ini memperkuat *Job Demands-Resources* (JD-R) Theory, yang menjelaskan bahwa sumber daya pekerjaan, seperti lingkungan kerja yang kondusif dan motivasi kerja yang tinggi, dapat meningkatkan keseimbangan kehidupan kerja sehingga berdampak pada peningkatan kinerja karyawan. Penelitian ini memberikan implikasi praktis bagi perusahaan agar menciptakan lingkungan kerja yang nyaman, meningkatkan motivasi kerja, serta menerapkan kebijakan yang mendukung *work-life balance* guna mengoptimalkan kinerja karyawan Generasi Z.

Kata kunci: lingkungan kerja, motivasi kerja, *work life balance*, kinerja karyawan, generasi z

ABSTRACT

This study aims to examine the influence of the work environment and work motivation on the performance of Generation Z employees in Jombang Regency, with work-life balance serving as a mediating variable. A quantitative research approach with a survey method was employed. Data were collected through questionnaires distributed to 100 Generation Z employees working in various companies in Jombang Regency using a purposive sampling technique. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.1 software. The findings indicate that the work environment and work motivation have a positive and significant effect on work-life balance. Furthermore, the work environment, work motivation, and work-life balance positively and significantly influence the performance of Generation Z employees. The mediation analysis demonstrates that work-life balance partially mediates the effects of the work environment and work motivation on employee performance. These findings support the Job Demands-Resources (JD-R) Theory, which explains that job resources, such as a supportive work environment and strong work motivation, enhance employees' work-life balance, ultimately leading to improved job performance. This study provides practical implications for organizations to create a supportive work environment, strengthen employee motivation, and implement policies that promote work-life balance to optimize the performance of Generation Z employees.

Keywords: *work environment, work motivation, work-life balance, employee performance, Generation Z.*