

# Increasing Organizational Commitment of Gen Z Workers: The Role of Leadership, Employee Engagement, and Work-Life Balance

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## Abstract

*Purpose:* Pandemic covid-19 has changed the world of work by encouraging the implementation of remote working systems and accelerating the use of technology. This has created challenges for adaptation and new dynamics. This study aims to analyze the influence of leadership, employee engagement, and work-life balance on organizational commitment among Gen Z employees.

*Methodology:* This study uses a quantitative method with a non-probability sampling approach through purposive sampling. The data collection process involves distributing questionnaires with a Likert scale to gather information. This study involved 200 respondents who were selected as samples. The data analysis method used is SPSS 25.

*Results:* This study reveals that leadership, employee engagement, and work-life balance have a positive and significant influence on organizational commitment, both partially and simultaneously.

*Applications/Originality/Value:* This study recommends the importance of strengthening the implementation of organizational strategies that focus on strengthening leadership, increasing employee engagement, and supporting work-life balance.

## Introduction Section

Pandemic covid-19 has changed the world of work by encouraging the implementation of remote working systems and accelerating the use of technology. This has created challenges for adaptation and new dynamics. The changes were triggered by the impact of the pandemic and the increasing number of individuals from Gen Z entering the workforce (Febriana et al., 2024). Gen Z includes individuals born between 1996 and 2012 (Bhore et al., 2023). They are more connected to the digital era and differ from other generations in terms of needs, attitudes, preferences, and behavior (Lyngdoh et al., 2023). With the rapid growth of companies, the decline in the number of employees, and the arrival of Generation Z, companies need to focus on internal sustainability and understanding the characteristics of Gen Z in order to maintain employee commitment (Girrbach, 2024).

Employee commitment is influenced by employee engagement factors that refer to an individual's emotional involvement with the organization they want to maintain (Amanullah et al., 2024). As in Jasmine (2024) research, it is important for an organization to have a comprehensive understanding so that it can optimize and maintain itself in the long term.

Another important aspect to consider is the leadership style applied in the work environment in the form of an approach. Kawiana (2021) states that leadership style has a positive influence, in that a leader who behaves ideally will be motivated at work. Employees who trust a leader feel more committed to the organization because they feel supported. Meanwhile, work-life balance is when a person is able to manage their time and energy in a way that is balanced with the demands of their job (Abebe et al., 2023). Hasan (2021) research reveals that work-life balance positively impacts on organizational commitment.

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Previous studies have shown that leadership and work-life balance play an important role in increasing employee engagement and commitment, especially among Generation Z. However, these studies have not discussed in depth the influence of demographic factors such as age and gender, as well as other factors that may also play a role in shaping organizational commitment. Therefore, this study will broaden its focus by exploring other factors that can encourage long-term organizational commitment, as well as looking at differences based on demographic characteristics and providing more applicable insights. This research contributes to the study by identifying factors that shape organizational commitment in Gen Z and providing recommendations for strategies to improve it through leadership, employee engagement, and work-life balance.

## Literature Review and Hypothesis Model

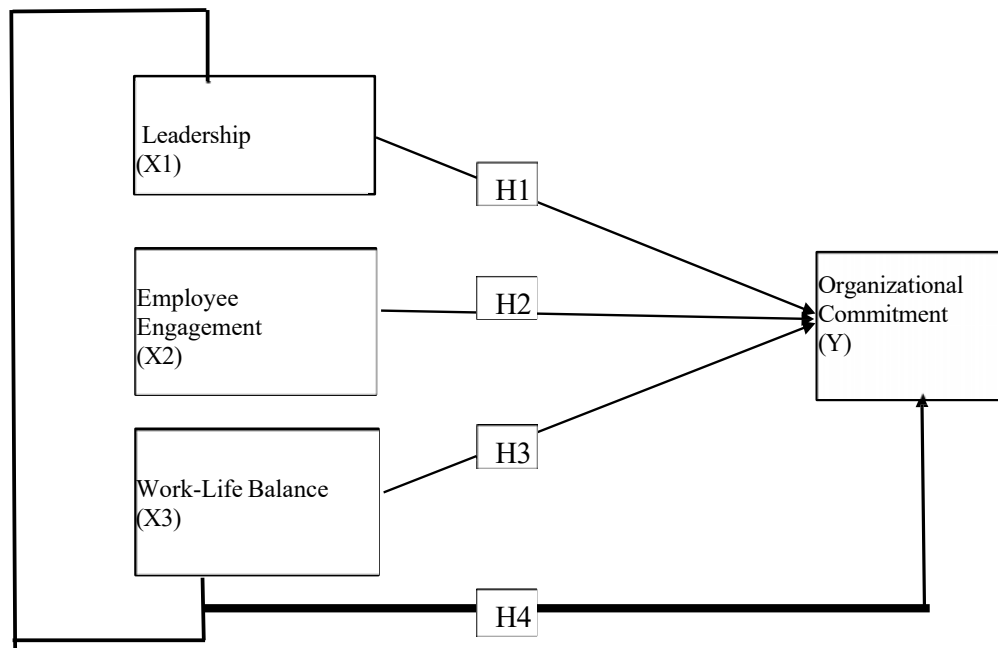


Figure 1. Conceptual model

This study is a replication of Jasmine and Utomo (2024) study. This theoretical basis is John P. Meyer's theory of effective organizational commitment to support the theory of effective organizational commitment through employee engagement. This theory is divided into 3 normative commitments that are situational, persisting because they are considered socially correct. Continuing commitment is driven by personal benefits through cost-benefit calculations. Affective commitment is a psychological and emotional attachment to the organization. In addition, according to Kurt Lewin's theory in Makhdoom (2021), leadership styles include democratic, laissez-faire, and autocratic leadership. Research indicators Triyono (2023) show that a leader's ability can be seen from their influence on employee behavior. Inspirational leaders who are able to build engagement will encourage effective organizational commitment according to John.P. Meyer's theory in Jasmine and Utomo (2024).

### 1. The Influence of Leadership on Organizational Commitment

According to Yusuf (2024) organizational commitment includes employee loyalty and dedication to the workplace, which plays an important role in supporting employee. Employees with elevated commitment tend to align their personal goals with those of the company. This encourages increased morale, builds solid cooperation, promotes good communication, and demonstrates responsibility in carrying out tasks.

Leadership, according to Liu (2025) inspires followers to prioritize the group over themselves, thereby aligning organizational and personal aspirations. It emphasizes visionary, intellectual thinking, consideration of individual, and inspiration. Research conducted by Kawiana (2021) "Effects of Leadership and Psychological Climate on Organizational

Commitment in the Digitization Era" states that results of the study show that in digital era, leadership has a positive effect on organizational commitment.

H1: Leadership has a positive and significant effect on organizational commitment

## ***2. The Influence of Employee Engagement on Organizational Commitment***

Commitment as a focal point that highlights the psychological relationship between individuals and organizations (Els et al., 2024). Commitment involves dedicating resources to achieve goals, thereby establishing a fundamental concept that is directly relevant to the organizational environment.

Employee engagement, according to Albloush (2022) is the is the level of commitment that employees show to the values of the organization where they work. Employee engagement contributes to the organization, productivity and performance, employee retention, and customer outcomes. The research by Hadi (2023) states that work engagement was found to have an effect on career commitment.

H2: Employee engagement has a positive and significant effect on organizational commitment.

## ***3. The Influence of Work-Life Balance on Organizational Commitment***

Organizational commitment Udin (2024) is a concept commonly applied in organizational psychology, describing the emotional bond and deep sense of identification employees develop with their organization . Other components include sustained commitment and normative commitment. The phenomenon of work-life balance can be defined as the overall satisfaction resulting from an individual's assessment of their success in meeting the demands of their work and family roles (Metselaar et al., 2023). Research conducted by Abebe and Assemie (2023) states the study revealed that quality of work life has a statistically significant and positive association with the organizational commitment of higher education educators.

H3: Work-life balance has a positive and significant effect on organizational commitment.

## ***4. The Influence of Leadership, Employee Engagement, and Work-Life Balance on Organization Commitment***

Bashir and Venkatakrisnan (2022) organizational commitment is emotional bond that individuals have with an organization, reflecting a sense of belonging. This factor is a significant indicator in influencing employees' decisions to stay with or leave an organization. Meanwhile, leadership is defined as a leader who is able to inspire individuals to take initiative and implement approaches, as well as provide assurance that this will not have a negative impact (Lyngdoh et al., 2023).

Employee engagement in Nazneen (2023) describes the level of employee dependence on a party or organization, the intensity of their efforts, and the extent to which they feel free or burdened by their responsibilities. Meanwhile, work-life balance can be defined as an achievement in establishing a balanced relationship between work and personal life, as well as a sense of satisfaction from a well-functioning personal life and job (Sutanto et al., 2024). Research conducted by Jasmine and Utomo (2024) the findings suggest that leadership, engagement, and work-life balance all demonstrate significant and positive effects.

H4: Leadership, employee engagement, and work-life balance have a simultaneous effect.

## Methodology

The method used in this study is quantitative. The subjects of this study are Generation Z employees at Solo Raya Industrial Company. The sample of this study is 200 employees. This sample represents employees in the industrial sector, who are increasingly becoming an important element in the workforce, with unique work-life preferences, significant levels of engagement, and factors that influence commitment to the organization (Jasmine & Utomo, 2024). This study uses a sampling technique called purposive sampling, where samples are taken based on selected criteria, including Generation Z age, working in an industrial company, and working domicile in the Solo Raya area.

This study uses primary data, which is data obtained directly by the researcher from the research object or individual being studied. The data collection method in this study used a questionnaire with a Likert scale. The Likert scale used in this study ranged from 1 strongly disagree to 5 strongly agree. The leadership scale is measured based on Triyono (2023) the employee engagement scale based on indicators Joel (2023), and work-life balance refers to Soundarya Priya and Anandh (2024) and organizational commitment indicators refer to items (Saluy et al., 2024).

Hypothesis testing was performed using SPSS 25. Validity testing was conducted through factor analysis to ensure that each question in the questionnaire was truly in line with the variables to be measured (construct validity). If the resulting Pearson correlation coefficient value was not significant at a significance level of 0.01 or 0.05, the item was considered invalid and was not used in further analysis. Furthermore, the reliability test aims to determine the extent to which the measurement results are consistent when repeated for the same symptoms using the same instrument. In this study, reliability testing was conducted using Cronbach's Alpha (Aguinis et al., 2023). Normality testing used the Kolmogorov- Smirnov method. This test can determine whether the data used meets the assumptions of normal distribution. If the significance value is  $> 0.05$ , the data is considered to be normally distributed. Multicollinearity testing used the Variance Inflation Factor (VIF) value, where  $VIF > 10$  indicates multicollinearity. Heteroscedasticity testing In his approach, Park suggested using  $e_1^2$  as an estimate  $\sigma^2$  by performing the following regression:

$$\ln e_1^2 = \ln \sigma^2 = \beta \ln X + V_1$$

If the  $\beta$  s are statistically significant, then it can be said that heteroscedasticity occurs in the data. Multiple regression analysis is used to determine the extent to which independent variables, either jointly or individually, affect the dependent variable. The F test is used to test whether all independent variables in the model simultaneously have a significant effect on the dependent variable. This test is performed using the following formula:

$$F = \frac{\frac{SSR}{k}}{\frac{SSE}{(n - k - 1)}}$$

If the F value obtained is significant (Sig.  $< 0.05$ ), it can be concluded that the independent variables are simultaneous. The coefficient of determination ( $R^2$ ) is used to determine the extent to which the independent variables can explain the variation of the dependent variable.

$$R^2 = \frac{\sum(\hat{Y}_i - \bar{Y})^2}{\sum(Y_i - \bar{Y})^2}$$

## Result and Discussion Result

This study aims to analyze the effect of leadership, employee engagement, and work- life balance on organizational commitment among Gen Z workers at Solo Raya Industrial Companies. The researcher took a sample of 200 respondents. This analysis uses primary data sources taken directly from respondents through questionnaires. The questionnaires were distributed to respondents based on age.

**Table 1.**  
**Description Age**

Age (years)	Frequency (respondents)	Percentage (%)
17-20	57	28,5
21-28	143	71,5
Total	200	100

*Source: Primary Data Processed, 2025*

From the table above, the characteristics of respondents based on age show that there are 57 respondents aged 17-20 years with a percentage of 28.5%. There are 143 respondents aged 21-28 years with a percentage of 71.5%. The table shows that respondents aged 21-28 years dominate.

**Table 2.**  
**Description of Gender**

Gender	Frequency (respondents)	Percentage (%)
Male	121	60,5
Female	79	39,5
Total	200	100

*Source: Primary Data Processed, 2025*

Table 2 the characteristics of respondents by gender show that there were 121 male respondents, accounting for 60.5% of the total. Meanwhile, there were 79 female respondents, accounting for 39.5% of the total. Therefore, it can be concluded that male respondents dominated.

**Table 3.**  
**Description of Education**

Last Education	Frequency (respondents)	Percentage (%)
Junior High School	7	3,5
High School	48	24
Diploma	32	16
Bachelor	113	56,5
Total	200	100

*Source: Primary Data Processed, 2025*

Table 3 it shows the description of the last education level of 200 respondents. The majority of respondents are Bachelor's degree graduates, namely 113 people or 56.5%. This proportion illustrates that most respondents have pursued formal higher education. Furthermore, 48 respondents (24%) are high school graduates, followed by 32 diploma graduates (16%). Meanwhile, only 7 respondents (3.5%) had a junior high school education as their highest level of education. Overall, this distribution shows that the respondents in this study were predominantly highly educated, which may have influenced their assessments and perceptions of the variables studied.

**Table 4.**  
**Length of Employment**

Length of Employment	Frequency (respondents)	Percentage (%)
1 years	71	35,5
2 years	33	16,5
3 years	9	4,5
4 years	79	39,5
> 4 years	8	4
Total	200	100

*Source: Primary Data Processed, 2025*

Table 4 which presents the distribution of respondents based on length of employment. Of the total 200 respondents, the group with four years of employment was the most dominant, numbering 79 people or 39.5%. This is followed by

respondents who have been working for one year, totaling 71 people (35.5%). Meanwhile, respondents with two years of work experience totaled 33 people or 16.5%, and those with three years of work experience totaled 9 people (4.5%). Respondents with more than four years of work experience were the smallest group, totaling 8 people or 4%. Overall, this data shows that the majority of respondents are in the middle work experience category, which may affect their level of understanding of work dynamics and their commitment to the organization.

### Validity Test

#### 1) Leadership (X1)

**Table 5.**  
**Results of the Validity Test Leadership**

Item	Calculated R	R Table	Description
1	0.832	0.138	Valid
2	0.830	0.138	Valid
3	0.860	0.138	Valid
4	0.839	0.138	Valid
5	0.818	0.138	Valid

*Source: Processed Primary Data, 2025*

Table 5 it is known that all statement items show a calculated r value greater than the table r (0.138). The calculated r values for each statement are 0.832, 0.830, 0.860, 0.839, and 0.818, respectively. Thus, all questionnaire items are declared valid because they meet the validity test criteria, namely a calculated r greater than the table r (0.138). These results indicate that each statement item on the leadership variable is able to measure the intended construct accurately and consistently. In other words, all statements in the questionnaire are suitable for further analysis because they have been proven to have a good level of accuracy in representing the variables under study.

#### 2 ) Employee Engagement

**Table 6.**  
**Validity Test Results Employee Engagement**

Item	Calculated R	R Table	Description
1	0.670	0.138	Valid
2	0.770	0.138	Valid
3	0.799	0.138	Valid
4	0.786	0.138	Valid
5	0.790	0.138	Valid

*Source: Processed Primary Data, 2025*

Table 6 it is known that all statement items show a calculated r value greater than the table r (0.138). The calculated r values for each statement are 0.670, 0.770, 0.799, 0.786, and 0.790, respectively. Thus, all questionnaire items are declared valid because they meet the validity test criteria, namely that the calculated r is greater than the table r (0.138). These results indicate that each statement item on the employee engagement variable is able to measure the intended construct accurately and consistently. In other words, all statements in the questionnaire are suitable for further analysis because they have been proven to have a good level of accuracy in representing the variables under study.

#### 3 ) Work Life Balance

**Table 7.**  
**Validity Test Results Work Life Balance**

Item	Calculated R	R Table	Description
1	0.806	0.138	Valid
2	0.811	0.138	Valid
3	0.788	0.138	Valid
4	0.802	0.138	Valid
5	0.797	0.138	Valid

*Source: Processed Primary Data, 2025*

Table 7 it is known that all statement items show a calculated r value greater than the table r (0.138). The calculated r values for each statement are 0.806, 0.811, 0.788, 0.802, and 0.797, respectively. Thus, all questionnaire items are declared valid because they meet the validity test criteria, namely that the calculated r is greater than the table r (0.138). These results indicate that each statement item on the Work- Life Balance variable is able to measure the intended construct accurately and consistently. In other words, all statements in the questionnaire are suitable for further analysis because they have been proven to have a good level of accuracy in representing the variables under study.

#### 4 ) Organizational Commitment

**Table 8. Result of Organizational Commitment Validity Test**

Item	Calculated R	R Table	Description
1	0.825	0.138	Valid
2	0.829	0.138	Valid
3	0.823	0.138	Valid
4	0.806	0.138	Valid
5	0.763	0.138	Valid

*Source: Processed Primary Data, 2025*

Table 8 it is known that all statement items show a calculated r value greater than the table r (0.138). The calculated r values for each statement are 0.825, 0.829, 0.823, 0.806, and 0.763, respectively. Thus, all questionnaire items are declared valid because they meet the validity test criteria, namely that the calculated r is greater than the table r (0.138). These results indicate that each statement item on the organizational commitment variable is able to measure the intended construct accurately and consistently. In other words, all statements in the questionnaire are suitable for further analysis because they have been proven to have a good level of accuracy in representing the variables under study.

#### Reliability Test

Reliability testing is a measurement tool used to measure a questionnaire that serves as an indicator of a variable or a reliability test. This study uses Cronbach's Alpha formula, whereby the Cronbach's Alpha result for each variable must be greater than 0.600.

**Table 9.  
Reliability Test Results**

Variable	Cronbach Alpha Value	Description
Leadership	0.891	Reliable
Employee Engagement	0.818	Reliable
Work-Life Balance	0.858	Reliable
Organizational Commitment	0.869	Reliable

*Source: Processed Primary Data, 2025*

Table 9 it can be seen that the three research variables, namely leadership, employee involvement, work-life balance, and organizational commitment, show Cronbach Alpha values that exceed the minimum limit of 0.600. Specifically, the leadership variable scored 0.891, employee engagement scored 0.818, work-life balance scored 0.858, and organizational commitment scored 0.869. With all three values above the set standard, it can be concluded that the measurement instruments for the four variables meet the reliability requirements. This indicates that the measuring instruments used have strong internal consistency and are reliable for the data collection process in the study.

#### Normality Test

**Table 10.**

**Normality Test Results**

	Kolmogorov-Smirnov Value	Description
Asymp. Sig. (2-tailed)	0.204	Normal

*Source: Processed Primary Data, 2025*

Table 10 the Kolmogorov-Smirnov test for normality yielded a significance value of 0.204. This figure is higher than the standard significance threshold of 0.05. Therefore, it can be concluded that the research data is normally distributed.

### Multicollinearity Test

**Table 11.**  
**Multicollinearity Test Results**

Independent Variables	Tolerance	VIF	Description
Leadership	0.363	2.758	No Multicollinearity
Employee Engagement	0.286	3.50	No Multicollinearity
Work-Life Balance	0.360	2.781	No Multicollinearity

*Source: Processed Primary Data, 2025*

Table 11 regarding the results of the multicollinearity test, it is known that all independent variables have a Tolerance value above 0.10 and a Variance Inflation Factor (VIF) value below 10. The Tolerance value for the leadership variable is 0.363 with a VIF value of 2.758, the employee involvement variable has a Tolerance value of 0.286 and a VIF of 3.500, while the work-life balance variable shows a Tolerance value of 0.360 with a VIF of 2.781. These values indicate that the independent variables are not highly correlated with each other. Thus, it can be concluded that the regression model used in this study does not exhibit multicollinearity, so that each independent variable can be used to explain the dependent variable validly and independently of each other.

### Heteroscedasticity Test

**Table 12.**  
**Heteroscedasticity Test Results**

Variabel	Significance Value	Description
Leadership	0,898	Homoscedasticity
Employee Engagement	0,929	Homoscedasticity
Work Life Balance	0,967	Homoscedasticity

*Source: Processed Primary Data, 2025*

Table 12 it can be concluded that the results of the Spearman's Rank test for the independent variables in this study obtained significance values of 0.898, 0.929, and 0.968. Because these values are greater than the significance level of 0.05, it can be confirmed that the regression model is free from heteroscedasticity.

### Multiple Linear Regression Analysis

**Table 13. Results of Multiple Linear Regression Analysis**

Variable	B	Description
Constant	1.036	Positive Constant Value
Leadership	0.222	Positive Influence
Employee Engagement	0.462	Positive influence
Work-Life Balance	0.268	Positive Influence

*Source: Processed Primary Data, 2025*

The results of the multiple linear regression analysis in this study are as follows: Organizational Commitment = 1.036 + 0.222X1 + 0.462X2 + 0.268X3 + e

- The constant value of 1.036 indicates that if all independent variables, namely leadership, employee engagement, and work-life balance, are at zero or have no effect, organizational commitment will remain at a positive value.
- The regression coefficient for the leadership variable is 0.222, indicating that a one-unit increase in leadership quality will increase organizational commitment by 0.222.
- The employee engagement variable has a regression coefficient of 0.462, the highest value among the other variables. This means that an increase in the level of employee engagement in their work will have the greatest effect on increasing organizational commitment.
- The regression coefficient for work-life balance is 0.268, indicating that the more balanced an employee's work and personal life is, the greater their commitment to the organization will be.

## T-test

**Table 14.**  
**T Test Results**

Variable	Calculated t	t Table	Sig.	Description
Leadership	4.425	1.971	0.000	Significantly Influential
Employee Engagement	6,681	1,971	0.000	Significantly Influential
Work-Life Balance	4,905	1,971	0.000	Significantly Influential

*Source: Processed Primary Data, 2025*

The explanation of the t-test for each independent variable is as follows:

1) Relationship Between Leadership and Organizational Commitment

The calculated t-value of 4.425 is greater than the table t-value of 1.971, with a significance value of  $0.000 < 0.05$ , so it can be concluded that leadership has a positive and significant effect on organizational commitment.

2) Relationship between Employee Engagement and Organizational Commitment

The t-value of 6.681 is greater than the t-table value of 1.971, with a significance value of  $0.000 < 0.05$ , so it can be concluded that employee engagement has a positive and significant effect on organizational commitment.

3) The Relationship Between Work-Life Balance and Organizational Commitment

The calculated t-value of 4.905 is greater than the table t-value of 1.971, with a significance value of  $0.000 < 0.05$ , so it can be concluded that work-life balance has a positive and significant effect on organizational commitment.

## F-test

**Table 15.**  
**F Test Results**

Calculated F	F Table	Sig.	Description
222.267	2.65	0.00	Has a significant effect

*Source: Processed Primary Data, 2025*

Based on the results of the table, the calculated F value is 222.267, which indicates that the calculated F value is greater than the table F value of 2.65, which is greater than 2.65, and with a significance value (sig.) of 0.000, which means 0.000 is less than 0.05. Therefore, it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable.

## Coefficient of Determination ( $R^2$ )

**Table 16**  
**R Square Test Results**

Variabel	R Square	Description
Leadership, Employee Engagement, and Work Life Balance	0,773	Has an influence of 77.3%

*Source: Processed Primary Data, 2025*

The results obtained indicate that the value of the coefficient of determination is 0.773 or 77.3%, meaning that the independent variables in this study, namely leadership, employee engagement, and work-life balance, can explain 77.3% of the variation in the dependent variable, organizational commitment. The remaining 22.7% is explained by other variables outside the scope of this study.

## ***Discussion***

### ***1. The Influence of Leadership on Organizational Commitment***

The analysis results show that there is a positive and significant influence between leadership and organizational commitment among Generation Z employees at industrial companies in the Greater Solo area. This is evidenced by a t-value of 4.425 and a sig. value of 0.000 ( $< 0.05$ ). Generation Z employees have a high level of commitment when they experience a supportive and communicative leadership style that is able to provide clear direction and opportunities for development. Effective leadership makes Generation Z feel valued, listened to, and involved in the work process, thereby encouraging them to become more emotionally and professionally attached to the organization.

The results of this study are in line with Kawiana (2021) who found that in the digital age, leadership has a positive effect on organizational commitment. According Yusuf (2024) organizational commitment includes employee loyalty and dedication to the workplace, which plays an important role in supporting employee performance. Employees with high commitment tend to align their personal goals with those of the company. This encourages increased work enthusiasm, builds solid cooperation, promotes good communication, and demonstrates responsibility in carrying out tasks.

### ***2. The Influence of Employee Engagement on Organizational Commitment***

The analysis results show that there is a positive and significant influence between employee engagement and organizational commitment among Generation Z in industrial companies in the Greater Solo area. This is evidenced by a t-value of 6.681 and a sig. value of 0.000 ( $< 0.05$ ). These findings indicate that the higher the level of employee engagement in their work, the stronger their commitment to the organization. Generation Z tends to want a work environment that is interactive, open, and provides space for direct contribution. When they feel involved in the decision-making process, receive support from their superiors, and have the opportunity to develop their abilities, their sense of attachment to the company increases significantly.

The results Hadi and Johan (2023), who found that work engagement has an effect on career commitment. According to Els and Meyer (2024) commitment is a focal point that highlights the psychological relationship between individuals and organizations. Commitment involves the dedication of resources to achieve goals, thereby building a fundamental concept that is directly relevant to the organizational environment. Employee engagement, according Albloush (2022) is the level of commitment shown by employees to the values of the organization where they work. Employee engagement contributes to the organization, productivity and performance, employee retention, and customer outcomes.

### ***3. The Influence of Work-Life Balance on Organizational Commitment***

The analysis results show that there is a positive and significant effect between work-life balance and organizational commitment among Generation Z at Industrial Companies in the Greater Solo area. This is evidenced by a t-value of 4.905 and a sig. value of 0.000 ( $< 0.05$ ). This finding underscores that the balance between work demands and personal life is an important factor that influences Generation Z's loyalty and attachment to the organization.

The results of this study are in line with research conducted by Abebe and Assemie (2023) which states that quality of work life was found to have a statistically significant and positive relationship with the organizational commitment of higher education teachers. Generation Z is known to have a strong preference for a balanced quality of life, so when companies are able to provide flexibility in working hours, a reasonable workload, and a work environment that supports mental health, they tend to show greater commitment. Employees who feel that their lives are not solely centered on work but still have space for personal and social needs will be more comfortable and motivated in carrying out their responsibilities. These conditions foster a sense of belonging, loyalty, and a desire to stay with the company. Thus, organizational efforts to create work-life balance not only improve employee well-being but also directly contribute to strengthening organizational commitment among Generation Z

### ***4. The Influence of Leadership, Employee Engagement, and Work-Life Balance on Organizational Commitment***

The analysis results show that there is a simultaneous influence between leadership, employee engagement, and work-life balance on the organizational commitment of Generation Z in Industrial Companies in the Greater Solo Area. This is proven by a calculated F value of 222.267 and a sig. value of 0.000 ( $< 0.05$ ). This finding confirms that organizational commitment is not shaped by a single factor, but rather is the result of synergy between effective leadership, high levels of employee engagement, and a maintained work-life balance.

The results of this study are in line with research conducted by (Jasmine Utomo, 2024), which concluded that the three variables of leadership, engagement, and work-life balance have a significant and positive effect on organizational commitment. Generation Z essentially needs leaders who can provide clear direction, communicate openly, and support individual development. At the same time, they also want real involvement in their work so that they feel valued and have control over the roles they perform. Additionally, Generation Z's tendency to maintain a balance between personal life and work demands makes work-life balance an important factor influencing their loyalty. When these three aspects are well-managed, Generation Z employees tend to show stronger ownership, comfort in their work, and a desire to maintain long-term relationships with the organization.

## Conclusion and Recommendations

Leadership, Employee Engagement, and Work-Life Balance have a positive and significant influence on Organizational Commitment, both partially and simultaneously. This shows that the better the leadership in an organization, the higher the level of employee engagement, and the more balanced the work-life balance, the greater the employees commitment to the organization. All hypotheses in this study are accepted and reinforce the importance of implementing organizational strategies that focus on strengthening leadership, increasing employee engagement, and supporting work-life balance.

## Recommendations for future researchers

The research was only conducted in industrial companies in the Greater Solo area, so the findings cannot be generalized to other sectors or regions with different organizational characteristics and employee demographics. In addition, the research respondents were limited to Generation Z, so the results cannot describe the dynamics of organizational commitment in other generations. The use of a Likert scale questionnaire also limits the depth of information because respondents only answer based on the options provided. Therefore, future research is expected to expand the coverage area, involve various generational groups, and combine data collection methods such as interviews or observations to obtain more comprehensive results

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