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# WORK ENGAGEMENT AMONG POST-MILLENNIAL GENERATION IN JAKARTA: EXAMINING WORK-LIFE BALANCE AND WORK VALUES DYNAMICS

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**Abstract:** Employers must increase work engagement to keep workers actively involved, committed, and making the greatest contributions to the business. Encouraging employee well-being through work-life balance and work values is one way to increase work engagement. This research aims to examine the influence of work-life balance and work value on work engagement among Generation of post-millennial in Jakarta city. The research method used to analyze this study is quantitative with a descriptive format aimed at explaining and summarizing various conditions and situations. The research method employed partial hypothesis testing using the SmartPLS program. The sample size for this study is 150 respondents and data collection are done through questionnaires. The data analysis techniques and tools used in this study include descriptive statistics, inner model testing, and outer model testing. The population of this study is the post-millennial generation workers, and they also serve as the sample for the study. The research results indicate that work-life balance has a positive and significant impact on work engagement, work value has a positive and significant impact on work engagement, and both work-life balance and work value have a positive and significant influence on work engagement among the post-millennial generation in Jakarta city.

**Keywords:** Work-life Balance, Work Value, Work Engagement, Post-millennial Generation

**Abstrak:** Perusahaan harus berupaya untuk terus meningkatkan keterlibatan kerja agar pekerja tetap aktif, berkomitmen, dan memberikan kontribusi terbesar bagi bisnis. Mendorong kesejahteraan karyawan melalui keseimbangan kehidupan kerja dan nilai-nilai kerja merupakan salah satu cara untuk meningkatkan keterlibatan kerja. Penelitian ini bertujuan untuk menguji pengaruh *work-life balance* dan *work value* terhadap *work engagement* pada generasi pasca milenial atau generasi Z di kota Jakarta. Metode penelitian yang digunakan adalah kuantitatif deskriptif yang bertujuan untuk menjelaskan dan merangkum berbagai kondisi dan situasi. Selain itu, dilakukan pengujian hipotesis secara parsial dengan menggunakan program SmartPLS. Besar sampel penelitian ini adalah 150 responden, dan pengumpulan data dilakukan melalui distribusi kuesioner. Teknik dan alat analisis data yang digunakan dalam penelitian ini meliputi statistik deskriptif, pengujian *inner model*, dan pengujian *outer model*. Populasi penelitian ini adalah pekerja yang termasuk dalam kategori generasi pos-milenial dan mereka juga dijadikan sebagai sampel penelitian. Hasil penelitian menunjukkan bahwa *work-life balance* berpengaruh positif dan signifikan terhadap *work engagement*, nilai kerja berpengaruh positif dan signifikan terhadap *work engagement*, serta *work-life balance* dan *work value* mempunyai pengaruh positif dan signifikan terhadap *work engagement* generasi pasca milenial di kota Jakarta.

**Kata Kunci:** Keterlibatan Kerja, Keseimbangan Kehidupan Kerja, Nilai Kerja, Generasi Pasca Milenial

## INTRODUCTION

A study by LinkedIn indicates that the primary factor impacting job satisfaction is the organization's ability to offer work-life balance. 69% of HR experts believe that work-life balance has

the greatest impact on the current work experience. The 2022 Global Talent Trends report by LinkedIn reveals that a company's capacity to offer a balance between professional and personal life is the most significant factor influencing an individual's motivation at work. In 2018, Perpetual Guardian, a New Zealand company in the trust and legal entity industry, reported a 20% boost in staff productivity and a 45% improvement in work-life balance after implementing a four-day workweek with a set salary. Microsoft Japan reportedly tried to introduce a four-day workweek with three days off in October 2019 without cutting the usual five-day workweek to improve worker engagement. The organization reports a 40 percent rise in work engagement as a result. Microsoft Japan stated that reducing working days is not only helpful in boosting work engagement but also more efficient in reducing operational costs, such as electricity expenditures which decreased by up to 23%. Microsoft Japan's trial was adopted as a permanent policy due to its perceived advantages for both employees and the company's well-being.

Ensuring worker productivity is crucial in every firm. Worker productivity can expedite the company's ongoing growth. Employee effort and work engagement, as indicated by Musgrove et al. (2014), are key factors in determining organizational productivity. Ahuja and Modi (2015) found that employees who experience a strong connection to their work demonstrate sustained productivity, contribute to the company's profitability, experience more job security, have better health, and are more inclined to remain with the organization. One way to keep employees in the company is by fostering work engagement to motivate them to provide their utmost effort and make significant contributions to the organization. As per Schaufeli et al. (2002), work engagement is a motivational state centered around positive job-related thinking, characterized by three dimensions: 1) Vigor, denoting high energy levels and resilience; 2) Dedication means a high level of commitment to one's work; and 3) Absorption is a positive state experienced when fully engaged and focused on work tasks. Various research journals and literature suggest that work engagement, job engagement, and employee engagement have the same definition and do not exhibit any distinctions in meaning (Bakker & Leiter, 2010).

The hospitality and media & entertainment industry had the lowest work engagement value at 26%, followed by the education industry at 36%, and the agricultural industry had the highest engagement value at 37%. Work engagement is a prominent topic of discussion in the banking sector in Indonesia, as evidenced by several studies (Nugroho et al., 2013; Steven & Prihatsanti, 2017). According to Gallup's Global Workplace Analytics 2022 survey, 87% of workers worldwide feel disengaged from their work. Work engagement is the primary component that can enhance the growth of a company or organization. Companies with a high work engagement index can achieve a 47% increase in profitability, reduce worker absenteeism by up to 37%, decrease work accidents by up to 48%, and lower production failure rates by up to 41%, according to their report. According to Gallup's Global Workplace Analytics poll, work engagement in Indonesia is low. Only 8% of workers feel involved, 77% are not involved, and 15% are actively disengaged. Factors contributing to the low work engagement in Indonesia are the growing presence of post-millennial generation in the workforce necessitating shifts in organizational culture, inadequate managerial expertise in serving as effective mentors, and challenges faced by companies in attracting and retaining skilled young professionals. Post-millennial generation values work-life balance and independence, making vital talents that are in high demand unusual.

The National Employment Development Index reveals a relatively low GPA of 55.73%. The lowest indicators are industrial relations and working environment conditions, indicating that the working atmosphere and system in Indonesia are not yet comfortable. Employment is unsatisfactory. Worker engagement is significantly impacted by this, resulting in Indonesia having a low degree of work engagement. In the meantime, Mohd et al. (2016) identified rewards, work environment, and work-life balance as factors that impact work engagement. Rewards and compensation play a crucial role in employee engagement by motivating employees to increase productivity and maintain concentration. Furthermore, incentives can help decrease complaints regarding remuneration, lower turnover rates, reduce absenteeism, and address worker performance issues (Al-Qathmi & Zedan, 2021). Moreover, Mohd et al. (2016) found a notable correlation between the work environment and work engagement. Workplace circumstances are crucial for employees in their work environment. A setting that prioritizes safety can help in attracting new employees to vacant positions. On their study,

Meenakshi et al. (2013) define work-life balance as the ratio of time spent on work to time spent on family and leisure activities.

Work-life balance will be achieved when there are mutual advantages for both employees and organizations (Mesimo-Ogunsanya, 2017). Another meaning of work-life balance defined as a concept aimed at enhancing employment predictability and career sustainability among employees WLB refers to an initiative aimed at assisting employees in sustaining a healthy and advantageous lifestyle, ultimately resulting in enhanced performance (Oludayo et al., 2018). This study demonstrates the significance of organizational management in assessing the appropriateness of work-life balance, activities, and policies that promote and motivate employees in their personal and family lives to foster positive morale in the workplace.

Generational Cohort Theory (GCT) posits that common historical events, social interactions, and birth year influence the psychological and sociological characteristics of each generation (Okros, 2020). Historical events like the industrial revolution, political movements, and technical advancements impact the moral norms and ideals that unite a generation (Sakdiyakorn et al., 2021). Baby boomers, born between 1946 and 1965 According to GCT theory, post-millennial generation's similarities in attitudes and views are shaped by proximity in age and shared experiences in social, economic, and political settings as supported by various studies (Ng & Parry, 2016; Sakdiyakorn et al., 2021; Williams & Page, 2011).

In addition to the difficulties of implementing employee engagement, firms also encounter issues related to the integration of post-millennial generation into the workforce. Post-millennial generation, currently under 26 years old, is expected to make up around 27% of the entire workforce in the United States by 2025. Based on a 2021 Firstup poll, post-millennial generation is motivated to choose a career by benefits including paid leave, a work atmosphere promoting work-life balance, activities fostering a sense of unity, and company assistance for workers' mental health. Companies must attract and retain post-millennial generation employees to ensure the company's growth and survival in the future. Several academics assert that post-millennial generation possesses distinct characteristics and attributes compared to earlier generations. In the article "Four Reasons post-millennial generation will be the Most Different Generation" it was stated that post-millennial generation has unique expectations, preferences, and work views, making them tough for businesses (Jenkins, 2017). Post-millennial generation's character is diversified, global, and significantly impacts the culture and attitudes of many individuals.

Sapiens Lab, a non-profit organization specializing in neuroscience and mental health research through its Mental Health Million Project, reported that mental health among individuals aged 18-24 in 34 countries is deteriorating due to the prolonged pandemic. In addition to the pandemic, rising inflation, economic hardship, and escalating property costs are contributing to the deterioration of young people's mental health. Work-life balance is anticipated to positively influence employee engagement, prompting organizations to establish suitable policies and employee development strategies to sustain and enhance the positive performance and valued talents of post-millennial generation. Recognizing the significance of employee engagement in organizations, researchers investigated the influence of work-life balance on post-millennial generation employee engagement.

In 2020, the Directorate General of Population and Civil Registration (Dukcapil) reported that 7.95 million people in Jakarta, representing 70.73% of the total population, were in the productive age group (15-64 years old). The post-millennial generation, with 2.7 million individuals, made up 25.65% of this group and has distinctive workforce characteristics. The Ministry of Manpower anticipates disruptions in the labor market, including high turnover rates and increased requests for flexible schedules. This aligns with a 2008 study by Montana and Petit, which found that the post-millennial generation values job advancement, skill development, and flexible work hours and locations. By 2025, post-millennials are expected to constitute around 27% of the U.S. workforce. The Great Resignation highlights their dissatisfaction with conventional employment practices, as they prefer task-based work over strict 9-to-5 hours. Companies need to offer flexible work arrangements and autonomy to retain these employees. If not, they risk a significant human resources shortage. A 2022 Randstad Workmonitor survey found that 56% of post-millennials would quit a job that hinders their enjoyment,

and 40% would prefer unemployment over a stressful workplace. Forbes reports that 67% prioritize employee well-being, which now encompasses physical, mental, financial, social, and career development aspect (Randstad, 2022).

Bascha (2011) found that post-millennials prioritize openness, independence, flexibility, and freedom. They seek companies that support professional development and value their contributions. They prefer leaders who are direct and truthful. According to Singh and Dangmei (2016), their individualism and self-reliance can lead to miscommunication with colleagues from other generations, potentially reducing productivity and engagement. Understanding employee motivations is crucial for preventing conflicts and aligning organizational principles with employee values. Work values, which reflect an individual's attitude towards work, significantly impact employee satisfaction, morale, and engagement. Hofstede suggests that organizational productivity is greatly influenced by individual commitment to organizational values, affecting overall success. Therefore, this study offered numerous problem formulations based on the existing explanation of the influence of Work-life Balance and Work Value on Work Engagement in Post-millennial generation.

## **LITERATURE REVIEW**

### **Work-life Balance**

The term "Work-life Balance" originated in the 1980s, but its roots may be traced back to the 1930s with W. K. Kellogg's implementation of policy changes around work hours. The idea gained popularity after the publication of Rosabeth Moss Kanter's 1977 book "Work and Family in America." In the 1980s, American companies used measures such as maternity leave, flexible working hours, and telecommuting. Key variables that had a significant impact were the feminist movement during the 1960s and Hans Selye's stress study in the 1970s. Selye defined stress as a reaction to change, in which positive stress (eustress) can provide energy, but excessive stress can result in burnout and health problems. Work-life balance has gained global recognition, yet the workforce in the United States continues to experience significant job stress. Work-life balance entails the act of managing and harmonizing one's professional and personal obligations, with the goal of achieving satisfaction in both domains (Kalliath & Brough, 2008). Work-life balance refers to the state in which work and personal life are in harmony, leading to an enhanced overall quality of life. Gender disparities are evident in the impact of flexible work arrangements on the well-being and productivity of men and women. Imbalances have the potential to diminish business performance, yet a favorable balance is associated with job satisfaction (Irawanto et al., 2021). The notion, originating from labor movements in the 19th century, has evolved into a crucial human resources strategy aimed at reducing conflicts between work and personal life (Khateeb, 2021). Optimal equilibrium improves motivation, concentration, and productivity, while inadequate equilibrium results in exhaustion and unfavorable results. Important components of achieving work-life balance include work encroaching on personal life, personal life impacting work, and personal life bolstering work performance. Work-life balance programs offer several advantages, such as heightened job satisfaction, loyalty, productivity, talent retention, and decreased deviant behavior in the workplace (Lazăr et al., 2010; Omotayo et al., 2015).

### **Work Values**

Work values are the distinct objectives and aspirations that individuals have in their professional lives. These values are influenced by the physical and mental well-being experienced in the job, as discussed by Chen and Kao (2012) also Tomaževič et al. (2019). These values represent individual or group opinions regarding what is morally just, advantageous, or preferable, and are subjective, impacted by the significance attributed to values such as liberty, self-esteem, and fairness. The level of employee comfort in the workplace is greatly impacted by the work values that employees adopt when they have a clear understanding of their significance and goals (Firdaus, 2017). Studies indicate that there are differences in work values across several generations (Dries et al., 2008; Simmons et al., 2018). Additionally, differentiate between extrinsic values, such as money and job stability, and intrinsic values, such as recognition and growth chances. Comprehending and quantifying these principles is essential for HR professionals and organizational leaders to synchronize with the organization's vision



and objectives (Ryan & Deci, 2000). The Work Values Inventory (WVI) developed by Super on his early work in 1970 evaluates work values using 45 items that are divided into 15 dimensions, encompassing both intrinsic and extrinsic values. Additional instruments, such as the Minnesota Importance Questionnaire, the Work Values Inventory and the Lyons Work Values Survey (Lyons et al., 2010), are also utilized to assess work values. These values are essential in influencing corporate success and employee happiness, shaping attitudes and behaviors in the workplace. Adopting change and cultivating new work principles can propel a company's success. Personality traits, as described in the "big 5" model such as extraversion, agreeableness, conscientiousness, openness, and neuroticism, also impact work values and behaviors, influencing individuals' motivation and willingness to accept change.

### **Work Engagement**

Work engagement, also known as job involvement, refers to the degree of dedication and enthusiasm employees have towards their work, influencing their self-esteem and performance. Work engagement is connected to individual psychology and is crucial for self-perception. Work engagement is influenced by individual traits and job features, and it can improve social aspects including collaboration, involvement in decision-making, employee backing of company objectives, and career progression. When employees are given the chance to provide input and suggestions in decision-making processes, it enhances their engagement in making well-informed judgments from various perspectives stating that poor job involvement among employees might lead to a reduced commitment to the organization, resulting in decreased performance levels (Riza et al., 2017; Septiadi et al., 2017). Employees perceive that the company does not truly value their involvement. This scenario fails to address employees' requirements for accountability, accomplishment, acknowledgment, and enhanced self-worth.

### **Post-millennial Generation**

According to Bencsik et al. (2016), post-millennials were born between 1995 and 2010. The post-millennial generation differs from previous generations. Post-millennials are the first global generation (Putra, 2016). Moreover, he stated that the post-millennial generation has excellent language competence, has career-focused and ambitious professional goals, and has improved technology abilities. Hence, they are superb staff members. Since post-millennials are tech-savvy, employers should be ready to deal with them (Thompson, 2023). Bencsik and Machova (2016) found that post-millennials differ from other generations in their knowledge of information and technology. The post-millennial generation grew up with rapid technology and global information, especially online. This affects post-millennials' life objectives, thinking, and work habits. The post-millennial generation will change the workplace and challenge management approaches, especially human resource management.

### **Hypotheses**

Work engagement is a major challenge for companies seeking to retain and improve performance. As Obeidat (2016) stated the work of Robinson et al. (2004) on their previous study that define work engagement as a positive view of the company and its ideals. Diligent workers understand the company culture and work with coworkers to improve performance. Anitha J. (2014) quoted by Mohd et al. (2016) defines work engagement as employees' dedication and participation that affects their company and its values. Brunetto et al. (2012) describe job engagement as employees' emotional and intellectual commitment to the firm, including autonomy and challenges, compensation, and incentives affect work engagement. Personal and professional needs, work, employer-employee dynamics, professional trajectories, and collaboration comprise work-life balance. Job instability, unjust treatment, lack of personal space, high stress, inflexible or controlling work environments, inappropriate behavior management, bullying, and irregular or long work periods can decrease workplace involvement (N. Larasati & Prajogo, 2022). Schaufeli et al. (2008) define work engagement as vigor, dedication, and attention. Vitality includes mental resilience, flexibility, work ethic, and endurance when facing career problems. Deep significance, excitement, inspiration, pride, and challenges describe

job dedication. Devoted workers find their employment fulfilling, inspiring, and challenging. Passion and pride in work show dedication. Concentration is distinguished by intense focus and engagement, profound task participation, rapid time passing, and difficulty disengaging from activity. Work-life balance is the equilibrium between one's professional responsibilities and personal life outside of work. Benito-Osorio et al. (2014) stated that work-life balance contributes to higher employee engagement. According to Lazar et al. (2010), work-life balance can lead to increased dedication, loyalty, and worker productivity. This aligns with Anitha's concept of work engagement as outlined in Mohd et al. (2016), which refers to the degree to which employee involvement influences the organization.

Post-millennial generation, born between 1995 and 2010, is recognized as the digital-native generation. According to Helaluddin and Wijaya (2019) quoting Cameron and Pagnattaro (2017), post-millennial generation is the first generation to be widely and directly exposed. The findings of a study done by Pew Research and presented by Fry and Parker (2018) characterize post-millennial generation as a cohort that came of age during the Internet and global network era. Furthermore, post-millennial generation was born during a time of global disruption, including terrorism and political and economic turmoil. This generation has directly experienced and learned about several terrorist events, such as the 9/11 attack on the World Trade Center twin towers, as well as environmental changes and global health crises like the Ebola virus, Zika virus, and avian flu. Moore et al. (2017) described post-millennial generation as a generation of risk-takers.

Previous studies demonstrated a correlation between establishing work-life balance and its influence on work engagement. The correlation between achieving a work-life balance and employee engagement can be elucidated through social exchange theory (D. P. Larasati et al., 2019). This idea posits that organizations valuing their employees and offering them growth chances will exhibit specific attitudes and behaviors. When workers are treated well, they tend to reciprocate, resulting in mutual benefits for both the company and the worker. This can impact work performance and be a factor considered by the company. This research proposes hypotheses aligned with the research objectives, based on the problem background and previously discussed theories.

H<sub>1</sub>: Work-life balance affects work engagement in post-millennial generation.

H<sub>2</sub>: Work value influences work engagement in post-millennial generation.

H<sub>3</sub>: Work-life balance and work value have a concurrent impact on work engagement in post-millennial generation.

## RESEARCH METHODS

The investigation will use quantitative tools and questionnaires to examine multiple people's attitudes and traits in one region or organization. Jakarta respondents will receive questionnaires via Google Form. The research will use three methods to measure job engagement, work-life balance, and work values among post-millennial generation employees in Jakarta across diverse sectors. This study consists of 20 question items, hence the minimum sample size needed is 100 samples (20 x 5). This study consists of 20 question items, thus necessitating a minimum sample size of 100 samples, as recommended by Hair, Jr. et al. (2014). The minimum sample size should be at least five times greater than the number of question items to be evaluated. This study will sample Jakarta-based post-millennial generation workers, including 150 Jakarta Post-millennial generation participants aged 18–27 who entered the productive working age.

## RESULT AND CONCLUSION

150 questionnaires collected through Google Form were available for additional analysis. There were 45 female respondents and 105 male responders.

### Descriptive Statistics

#### Work-Life Balance

Work-life balance (WLB) is measured by 10 indicators across 150 respondents. Key findings include a mean of 4.213 for 40-hour work weeks (WLB\_1), 4.307 for working no more than 6 days a week (WLB\_2), and 4.093 for having time to exercise (WLB\_3). Respondents also reported enjoying

personal leisure and hobbies (WLB\_4) with a mean of 4.227, experiencing regular tiredness (WLB\_5) at 4.267, and struggling to balance work and life (WLB\_6) with a mean of 4.260. Additionally, they felt energetic for extracurriculars (WLB\_8) with a mean of 4.280, satisfied with work hours (WLB\_9) at 4.173, and engaged (WLB\_10) with a mean of 4.347. Overall, post-millennials value work-life balance, averaging a mean of 4.25.

### Work Value

Work value, measured through 6 statements, shows that employees prefer new experiences (WV\_1) with a mean of 4.260, enjoy decision-making (WV\_2) at 4.267, are sociable and optimistic (WV\_3) with a mean of 4.193, and value work highly (WV\_4) at 4.347. They adapt easily to environments (WV\_5) with a mean of 4.333 and enjoy contributing ideas (WV\_6) at 4.120. The overall mean is 4.25, indicating a strong alignment of work values among post-millennials.

### Work Engagement

Work engagement is evaluated using 5 statements, with 150 respondents. The mean scores are 4.240 for feeling energetic (WE\_1), 4.260 for enthusiasm (WE\_2), 4.148 for proficiency in complex tasks (WE\_3), 4.167 for admiration from colleagues (WE\_4), and 4.180 for absorption in work (WE\_5). The average mean of 4.39 indicates high work engagement among post-millennials.

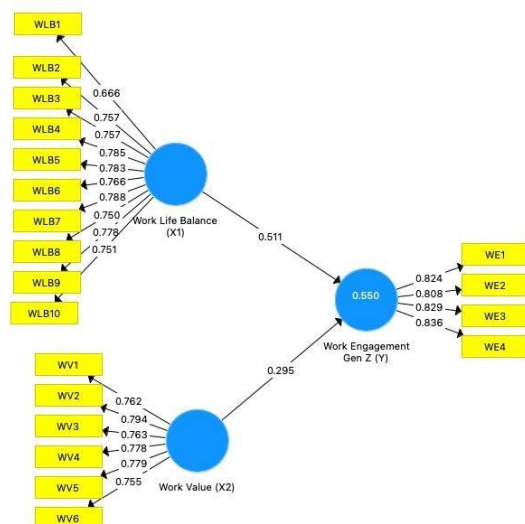
### Measurement Model Evaluation (Outer Model)

Convergent validity can be evaluated by examining outer loading parameters and AVE (convergent variance extracted) values to assess each construct. A reflexive measure can be considered valid or correlated if its value is more than or equal to 0.7 (Sarstedt et al., 2021). According to Ghazali and Latan (2014), in the first phases of research development, a measurement scale that exhibits an outer loading value ranging from 0.5 to 0.6 is deemed to be highly reflecting or representational.

### Validity of Convergence

To ensure the attainment of the necessary level of convergent validity, specifically surpassing 0.7, an additional round of data processing was conducted, which presented in the following figure.

**Figure 1**  
**Output PLS-Algorithm**



Source: Researcher (2023)

The subsequent analysis pertains to the initial data processing, encompassing four variables and a total of twenty statements. Following the step to examine the size of the convergent validity value for every statement in each variable. Outer loadings, or factor loadings, indicate how well each item

measures the underlying latent variable. Higher loadings suggest that the item is a strong indicator of the construct. The outer loadings for work engagement are all above 0.80, indicating that each item (WE1 to WE4) is a strong indicator of the work engagement construct. For work-life balance, the loadings range from 0.666 to 0.788. While most loadings are above 0.75, indicating strong correlations, WLB1 has a lower loading of 0.666 which means as invalid instrument and need to be removed. The outer loadings for work value are all above 0.75, indicating that each item (WV1 to WV6) is a good indicator of the work value construct. In summary, work engagement and work value are well-measured by their respective items. After lower loading of WLB1's removed and recalculated, the value of the instruments above has met the criteria of being greater than 0.700, as determined by the findings of the third data processing.

**Table 1**  
**Discriminant Validity**

Variable	Work Engagement (Y)	Work-Life Balance (X1)	Work Value (X2)
Work Engagement (Y)	0.824		
Work-Life Balance (X <sub>1</sub> )	0.709	0.759	
Work Value (X <sub>2</sub> )	0.638	0.672	0.772

Source: Researcher (2023)

The table above presents the findings indicating that the loading value of each indicator item on the construct surpasses the cross-loading value. Therefore, it may be inferred that all constructs or latent variables possess strong discriminant validity, as evidenced by the superior performance of construct indicators.

### Composite Reliability

Following the assessment of the concept's validity, the subsequent step involves conducting a construct reliability test. This test is tested using Composite Reliability (CR) from the indicator block, which is employed to demonstrate strong dependability. The reliability of a construct is deemed satisfactory when the composite reliability rating exceeds 0.6. The composite dependability coefficient, as stated by Sarstedt et al. (2021), should exceed 0.7, although a value of 0.6 is deemed acceptable. Nevertheless, it is not imperative to do internal consistency testing if construct validity has been established, as a construct that is deemed valid is also considered reliable, while a construct that is deemed reliable may not necessarily possess validity (Cooper & Schindler, 2013).

**Table 2**  
**Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability	AVE
Work Life Balance	0.842	0.894	0,679
Work Value	0.918	0.931	0,576
Work Engagement	0.864	0.898	0,596

Source: Researcher (2023)

According to the findings presented in previous table above, the composite reliability values for the work life balance, work value, and work engagement variables are all above 0.60. Specifically, the work life balance variable has a value of 0.894, the work value variable has a value of 0.931, and the work engagement variable has a value of 0.898. Additionally, the Cronbach's alpha value for these variables is also greater than 0.60. Based on the obtained values of 0.842 for work-life balance, 0.918 for work value, and 0.864 for work engagement, all of which are greater than or equal to 0.6, it can be concluded that the data is credible. The work life balance and work value variables (total output value) exhibit average variance extracted (AVE) values of  $\geq 0.50$ . Specifically, the AVE value for work-life balance (X<sub>1</sub>) is 0.679, for work value (X<sub>2</sub>) it is 0.596, and for work engagement (Y) it is 0.596. Therefore, it can be concluded that each variable is a valid indicator for use in this research.



### Evaluation of the Structural Model (Inner Model)

In the realm of substantive theory, inner models or structural testing serve as frameworks that elucidate the connections between latent variables. The model is assessed by employing the  $R$ -squared measure for the dependent construct, as well as the effect size ( $F^2$ ) to evaluate the relative influence of an independent variable on the dependent variable. Additionally, the Stone-Geisser  $Q$ -squared test is utilized for  $Q^2$ .

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

The first step in evaluating the inner model involves assessing the predictive capability of the structural model. This is done by calculating the  $R$ -squared ( $R^2$ ) value, which explains the impact of the independent latent variable on the dependent latent variable. According to Chin (1998), the  $R$ -squared values of 0.67, 0.33, and 0.19 correspond to strong, moderate, and weak, respectively, indicating the strength of the model. The subsequent table presents the outcomes of the inner model test.

**Table 3**

#### *Adjusted R-Squares*

Variable	Adjusted R-Squared
Work Engagement	0,544

Source: Researcher (2023)

The results of evaluating the structural model in this research on the work engagement variable, as shown in Table 3, indicate a value of 0.544, which is equivalent to 54.4%. Indicates that 54.4% of the variation in work engagement can be attributed to the variables of work-life balance and work value, while the remaining 45.6% is attributed to other variables not examined in this study. This value falls within the “good” category, indicating that work engagement can be accounted for by the variables of work-life balance and work value.

### The Predictive Relevance ( $Q^2$ )

The concept of  $Q^2$  predictive relevance is employed to demonstrate the integration of validation and fitting functions, resulting in the generation of predictions for manifest variables and estimations for construct parameters. The predictive relevance scores of 0.002, 0.15, and 0.35 suggest that the model has weak, moderate, and strong characteristics, respectively. According to Ghazali and Latan (2014), a  $Q^2$  value more than 0 signifies that the model possesses predictive relevance, but a  $Q^2$  value less than 0 shows a lack of predictive significance in the model. The following table displays the  $Q^2$  value.

**Table 4**

#### *$Q^2$ Predictive Relevance*

Item	$Q^2(1-SSE/SSO)$
Work Engagement	0,366

Source: Researcher (2023)

Based on the table above, the  $Q^2$  predictive relevance value of the work engagement variable has a value of 0.366, which means the model has predictive relevance because the value produced by the endogenous variable (work engagement) is higher than 0.

### Effect Size

The concept of effect size is employed to ascertain the relative amount of variation attributed to specific exogenous factors concerning endogenous variables. This measure is subsequently computed using the Partial F-Test, commonly referred to as effect size. The summary shown in below table displays the findings of the effect size computation.

**Table 5****Effect Size**

Variable	Effect Size
Work-Life Balance (X1)	0.319
Work Value (X2)	0.106

Source: Researcher (2023)

According to the provided table, the work-life balance variable has an effect size value of 0.319 on work engagement. This value is more than 0.15, indicating a strong relationship. The work value variable has an effect size value of 0.106 on work engagement, which above the threshold of 0.15 and falls inside the strong category.

**Model Fit****Table 6****Model Fit**

	Saturated Model	Estimated Model
NFI	0.829	0.829

Source: Researcher (2023)

The values of the NFI, which range from 0 to 1, are obtained by comparing the hypothesized model with a specific independent model. A model is considered to have a high fit when its value approaches 1. According to the provided table, the NFI value is 0.829, indicating that the model fit can be classified as satisfactory (Ghozali, 2018). Next, multicollinearity testing is carried out as indicated by the values Variance Inflation Factor (VIF). The VIF calculation results reveal the absence of multicollinearity among the variables. The absence of multicollinearity in this variable or research model can be determined by seeing a VIF (Variance Inflation Factor) value that is below 10.

**Hypotheses Testing**

To assess the impact of the independent variable on the dependent variable, it is possible to conduct a significance test by considering several criteria for correlation between *t*-statistical constructs and *p*-values. The utilization of bootstrapping significance tests allows for the calculation of measurement estimates and standard errors to be derived from empirical observations rather than relying on statistical assumptions. The approach employs a two-tailed significance value, with a *t*-statistic value of 1.96 (with a significance threshold of 5%). According to Sarstedt et al. (2021), the statistical values must be at least 1.96 and the *P*-values must be at least 0.05. Through hypothesis testing, specifically;

1. Ho is rejected if the *t*-statistic is more than 1.96 and the *P*-values are less than 0.05.
2. Ha is not rejected if the *t*-statistic is less than 1.96 and the *P*-values are greater than 0.05.

The statistical significance test can be elucidated in the subsequent table.

**Table 7****Hypothesis Testing**

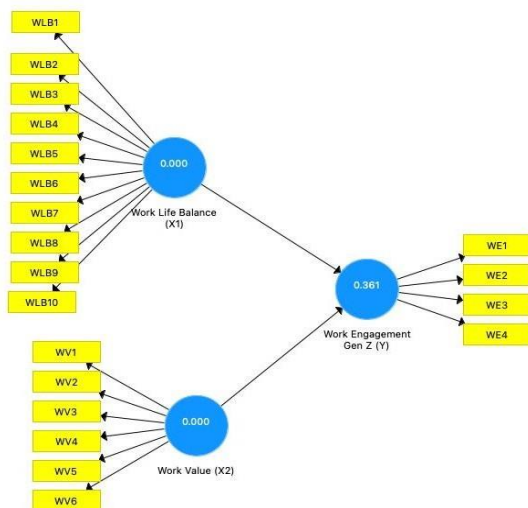
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work-Life Balance (X <sub>1</sub> ) -> Work Engagement (Y)	0.511	0.513	0.097	5.252	0.000
Work Value (X <sub>2</sub> ) -> Work Engagement (Y)	0.295	0.293	0.092	3.199	0.001

Source: Researcher (2023)

The findings from the significance test presented in previous table indicate a statistically significant positive relationship between work-life balance (X<sub>1</sub>) and work engagement among

individuals belonging to post-millennial generation (Y). The findings are supported by  $t$ -statistics values more than 1.96 (work life balance > work engagement = 5.252) and  $p$ -values of 0.0000.05, indicating that the alternative hypothesis ( $H_a$ ) is accepted and the null hypothesis ( $H_0$ ) is rejected. The impact of work-life balance on the level of work engagement among post-millennial generation is substantial. Upon examining the initial sample value, which exhibits a positive value of 0.511, it can be inferred that the work-life balance variable exerts a genuine (positive) impact on the level of work engagement among individuals belonging to post-millennial generation. Meanwhile, the work value ( $X_2$ ) has a notable and favorable impact on the work engagement of the post-millennial generation (Y). The  $t$ -statistics value is more than 1.96 (work value > work engagement = 3.199) and  $p$ -values of 0.0010.05 support the acceptance of  $H_a$  and the rejection of  $H_0$ . Consequently, the value of work exerts a substantial impact on the level of work engagement among post-millennial generation. The positive value of 0.295 in the original sample indicates that the job value variable has a significant positive impact on post-millennial generation job engagement. The explanation for the findings of the significance test can be found in the following output image.

**Figure 2**  
**Output Bootstrapping**



Source: Researcher (2023)

Figure output bootstrapping above demonstrates that the independent factors ( $X_1$  and  $X_2$ ), specifically work life balance and work values, exert a substantial impact on the dependent variable (Y) simultaneously.

## Discussions

### An Examination of the Impact of Work-Life Balance on Work Engagement among Post-millennial Generation

The test results indicate that the independent variable of work-life balance has a statistically significant and positive impact on work engagement among individuals belonging to the post-millennial generation demographic. This finding supports the acceptance of the first hypothesis formulation, denoted as  $H_1$ . Based on the findings derived from the collection of questionnaires, it is evident that the participants included in this study exhibit a favorable equilibrium between their professional and personal lives, as evidenced by their adherence to a maximum workweek of six days. Organizations/companies should prioritize programs aimed at enhancing employee quality of life, such as sports facilities, counseling services, health benefits, flexible working hours, and stress management. These initiatives are crucial for fostering a high level of energy and enthusiasm among employees towards their work.

The findings of this study provide support for the research conducted by Septiani and Frianto (2023) that work-life balance and perceived organizational support have influenced employee

engagement in BPJS employment. The study posits that work-life balance exerts a positive and statistically significant influence on work engagement. Furthermore, it suggests that a positive relationship exists between work-life balance and work engagement, indicating that enhanced work-life balance is associated with higher levels of work engagement. It has been observed that individuals who maintain a healthy work-life balance have the potential to impact their job engagement through several means, such as enhancing life satisfaction, mitigating stress levels, improving performance, and fostering employee loyalty. Hence, it is imperative for firms and individuals to collaborate in order to attain a harmonious equilibrium between professional and personal spheres, thereby enhancing levels of engagement and achievement in the workplace.

### **An Examination of the Impact of Work Values on Work Engagement among Post-millennial Generation**

Based on the aforementioned test results, it can be concluded that the independent variable of work value exerts a positive and statistically significant impact on work engagement among individuals belonging to the post-millennial generation demographic. Consequently, the initial hypothesis formulation ( $H_2$ ) is deemed valid. Based on the findings derived from the questionnaire administration, it is evident that the participants included in this research exhibit commendable work values, perceive work as a paramount aspect of their professional lives, and demonstrate a propensity for adapting to both their surroundings and interpersonal connections. Consequently, employees experience a heightened sense of vitality during their work engagements, necessitating a fervent enthusiasm towards their tasks.

The findings of this study corroborate the research conducted by Kurniawan and Putra (2022), which asserts that work values exert a favorable and substantial impact on work engagement. There is a positive correlation between work values and work engagement. The utilization of positive work values by employees has the potential to impact work engagement. Individuals' values align with the ideals upheld by the organization in which they are employed. This has the potential to enhance work engagement. There is a positive correlation between individuals' emotional connection to the aims and mission of an organization and their motivation to actively and passionately contribute to their work. The correlation between work values and work engagement is intricate and ever-changing. Additional variables, such as effective leadership, robust team support, and favorable working environment, exert an influence on the degree of work engagement. Hence, it is imperative for firms to comprehend and honor the work values of their employees and establish a nurturing work atmosphere in order to enhance the degree of positive work engagement.

### **CONCLUSIONS**

It is possible to draw the conclusion from these data that both work-life balance and work value have a substantial impact on the level of work engagement of the post-millennial generation in Jakarta, with the simultaneous implementation of both demonstrating a higher influence on work engagement. Moreover, companies can take a number of actions to boost employees' sentiments of engagement with the company to realize work-life balance for post-millennial generation, particularly in the Jakarta area, including implementing flexible time that allows for a more dynamic and adaptable working environment. Companies can enhance programs that have the potential to enhance the sense of unity among their employees, such as the use of regular sports or group fitness activities. Meanwhile, the companies in Jakarta can strive for, implement, and apply improved work values for their employees by conducting a poll once a year to employees addressing the work values that are implemented in directing and guiding employees to reach the organization's goals and vision.

There are still limitations and shortcomings in this research, which the researcher is aware of. One of these is that the researcher uses non-random probability sampling as a sampling method, which means that not all members of the population have the same opportunity to become research samples. Additionally, the researcher uses sample techniques that are not based on probability sampling. non-probability refers to a situation in which the selection of respondents is solely based on the population as a whole, and the likelihood of the selected respondents does not genuinely represent the population.



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