

ABSTRACT

Generation Z in Indonesia, having grown up in the digital era, places a high priority on work-life balance as a key factor in enhancing work engagement. An imbalance between job demands and personal life often triggers work-related stress, which can ultimately lower their level of engagement at work. As a result, many Gen Z employees actively seek flexible work environments that support the balance between career and personal well-being.

This study aims to examine the influence of work-life balance and job stress on work engagement among Generation Z employees in Indonesia.

A quantitative approach was employed, with a total sample of 402 respondents. Data was collected through questionnaires distributed via the researcher's social media network targeting Gen Z employees across Indonesia. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS), with purposive sampling as the sampling technique. Additional analysis was conducted using PLS-Multi Group Analysis (MGA) to assess whether differences exist between male and female employees regarding the effect of work-life balance and job stress on work engagement.

The results of the study indicate a positive and significant effect of both work-life balance and job stress on work engagement. In addition, there is no difference between male and female gender on the effect of work-life balance and work stress on work engagement.

Based on these findings, it is recommended that companies and organizations in Indonesia consistently monitor and manage employee engagement by enhancing the implementation of work-life balance programs and adopting effective job stress management strategies. Ensuring stability, supervisory support, and role balance is essential in maintaining optimal work engagement among Generation Z employees.

Keyword: *Generation Z, Work-Life Balance, Job Stress, Work Engagement*