

The Role Of Work Environment, Career Development, And Work Life Balance In Post-Pandemi Gen Z Organizational Commitment (Special Study At Pt. Sinar Utama Jaya Abadi)

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| Article Info | ABSTRACT |
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| Corresponding Author: Nadiyah Islamiyah et.al E-mail: nadahislamiyah@gmail.com achmad.tarmizi@undira.ac.id | Organizational commitment is one of the attitudes in work, which is defined as a person's orientation towards the organization in terms of loyalty, identification, and involvement, Gen Z is known as the job hopper generation because Gen Z prefers to change jobs rather than work with things they don't like. This behavior is certainly related to the concept of organizational commitment. Therefore this study aims to examine and prove the role of the work environment, career development and work life balance in increasing Gen Z organizational commitment after the Covid-19 pandemic at PT. Sinar Utama Jaya Abadi. The methodology used in this study is a quantitative method by distributing online questionnaires consisting of 83 Gen Z employees at PT. Sinar Utama Jaya Abadi. The research data was processed using SPSS analysis. Keywords: Organizational commitment, work environment, career development, work life balance |

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INTRODUCTION

The Covid-19 pandemic is a global problem that has a negative impact on the world economy and companies. Even though the economic shock caused by the Covid-19 pandemic is gradually stabilizing, given the drastic decline in the Indonesian economy so recovery efforts still need more time.(Arianto, 2021; Iskandar, Azwar, 2020; Modjo, 2020).

Gen Z is the generation born from 1997 – 2012 who are currently 11 – 26 years old. They are the most affected generation because the workforce in Indonesia is dominated by Gen Z. Referring to the results of the 2020 population census, the total population Indonesia reaches 270.2 million people and Gen Z is the most dominating generation with a population reaching 27.94%(Deputy for Statistics, 2021; Laucereno, 2021).

One aspect of human resources that is of concern to the company is organizational commitment. Commitment is the key that determines the success of human resources in achieving the goals of the organization. With good organizational commitment, it can make employees work better, more stable, more productive, and more motivated in doing their jobs. Genz is known as the job hopper generation because Gen Z prefers to change jobs rather than work with things they don't like. This behavior is certainly related to the concept of organizational commitment(Beckman, 2018; Nainggolan, 2020).

In addition, several studies show that Gen Z is unlike previous generations who are willing to stay loyal to one company for a long period of time. Gen Z tends to always look for another job whenever the opportunity arises(Limon, 2019).Based on a global survey, 40% of Gen Z and 24% of millennials want to leave their jobs within two years and 35% of Gen Z and 32% will leave even without other jobs and start a business. This shows that the younger the

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generation, the less can it be expected to survive in an organization in the long term (Deloitte, 2022; kwan, 2021; Nurrahman, 2022).

Based on exposure beforehand, to see what the actual conditions are regarding organizational commitment to Gen Z post-pandemic and to find out what are the most dominant factors influencing Gen Z organizational commitment at PT. Sinar Utama Jaya Abadi.

LITERATURE REVIEW

Organizational Commitment

The willingness of the employees to remain with the company in the future is known as organizational commitment. Committed employees often demonstrate belief in the mission and goals of the organization, a desire to continue working there, and a willingness to work hard. The degree to which an individual identifies with the organization and is bound to its goals is reflected in organizational commitment (Maharani, 2019). Organizational commitment can be interpreted as the readiness of employees to prioritize the organization above personal interests and make a significant contribution to achieving organizational goals. An employee with high or low organizational commitment will have a different attitude towards the organization. Employees with high organizational commitment will produce work performance that meets expectations, low levels of absenteeism, and low levels of employee turnover. When commitment is given to the organization, the expected psychological behavior will emerge through the relationship between organizational goals and employees. Employees who are loyal and have work involvement, and tend to produce higher performance (Luthans, 2008) in the journal (Frimayasa & Lawu, 2020).

Work environment

Tarjo (2020), Workplace environment is something workers are exposed to and can affect their ability to complete assigned tasks. One important factor that affects employee performance is the work environment. Employees must be supported at work by a pleasant work environment. Based on this definition, it can be concluded that the work environment is everything, both physical and non-physical, that surrounds employees and influences their work.

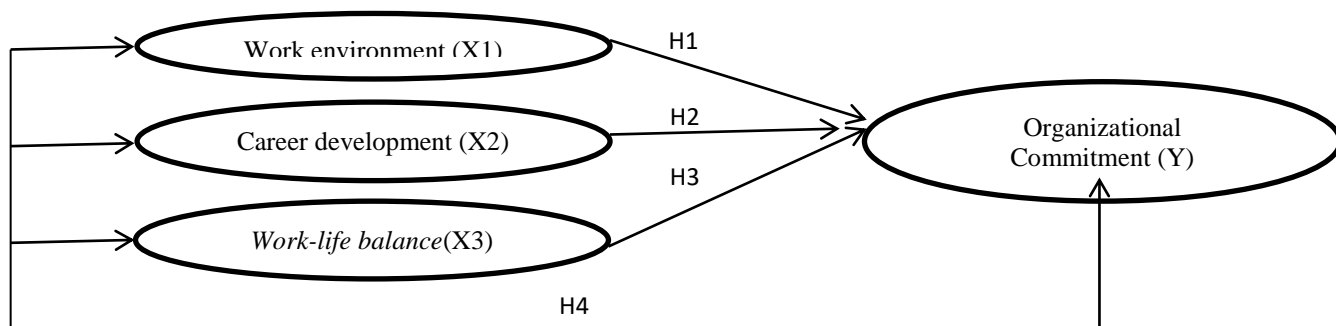
Career development

Because a career is a need that must be developed in an employee in order to motivate employees to improve their performance, career development is very important for an organization or company. The two words, development and career, are the root of the term "career development". (Fauzi et al., 2022). It can be concluded, based on the opinions of the experts mentioned above, that career development is a staffing activity that helps employees plan their future careers in the company, enabling employees to grow optimally.

Work Life Balance

Muliawati (2020) Defining work life balance as the level of satisfaction associated with multiple roles in one's life. Work-life balance is usually associated with maintaining the balance of all aspects of one's life. In addition to time, having a healthy work-life balance includes being satisfied with the level of involvement in work and non-work roles. Work life balance according to some of the definitions above is a person's ability to combine personal interests with work interests without disturbing the work determined by the place where the person works.

Conceptual Framework



METHODS

Research design

The research design used by the author is a causal research method, quoting from Abubakar(2021) causal research, namely research that shows the direction of the relationship between the independent variables and the dependent variable besides measuring the strength of the relationship between two or more variables. This research is intended to determine the influence of the work environment, career development and work life balance.

Population and samples

The population of this study is employees at PT.Sinar Utama Jaya Abadi, especially in building 1 with a total of 140 employees. While the sample is part or representative of the population being studied. In this study, a saturated sample was used with a total of 104 respondents, namely with Gen Z criteria with an age range of 18 - 26 years, which means that all of the Gen Z population from PT.

Data Analysis Test

Data analysis is an activity after data from all respondents has been collected. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been carried out.(Sugiyono, 2017)

RESULTS AND DISCUSSION

Validation test

The validity of a question item can be seen in the SPSS output or output in the table entitled Item -Total Statistics. Assessing the validity of each question item can be seen in the value of the Corrected Item - Total Correlation for each question item.Based on the instrument trials that have been carried out by 104 respondents, the validity test results obtained for each variable are presented in table form below.

Table 1 results of the validity test of the work environment variable questionnaire (X1)

| NO | QUESTION ITEMS | r count | r table | INFORMATION |
|----|----------------|---------|---------|-------------|
| 1 | X1.1 | ,655** | 1.9839 | VALID |
| 2 | X1.2 | ,598** | 1.9839 | VALID |
| 3 | X1.3 | ,526** | 1.9839 | VALID |
| 4 | X1.4 | ,510** | 1.9839 | VALID |
| 5 | X1.5 | ,552** | 1.9839 | VALID |
| 6 | X1.6 | ,483** | 1.9839 | VALID |
| 7 | X1.7 | ,605** | 1.9839 | VALID |
| 8 | X1.8 | ,598** | 1.9839 | VALID |
| 9 | X1.9 | ,655** | 1.9839 | VALID |
| 10 | X1.10 | ,607** | 1.9839 | VALID |
| 11 | X1.11 | ,587** | 1.9839 | VALID |
| 12 | X1.12 | ,663** | 1.9839 | VALID |
| 13 | X1.13 | ,569** | 1.9839 | VALID |

Source ; Results of data processing with the SPSS program

Table 2 results of the validity test of the career development variable questionnaire (X2)

| NO | QUESTION ITEMS | r count | r table | INFORMATION |
|----|----------------|---------|---------|-------------|
| 1 | X2.1 | 0.558 | 1.9839 | VALID |
| 2 | X2.2 | 0.713 | 1.9839 | VALID |
| 3 | X2.3 | 0.576 | 1.9839 | VALID |
| 4 | X2.4 | 0.52 | 1.9839 | VALID |

| | | | | |
|----|-------|-------|--------|-------|
| 5 | X2.5 | 0.594 | 1.9839 | VALID |
| 6 | X2.6 | 0.654 | 1.9839 | VALID |
| 7 | X2.7 | 0.654 | 1.9839 | VALID |
| 8 | X2.8 | 0.616 | 1.9839 | VALID |
| 9 | X2.9 | 0.66 | 1.9839 | VALID |
| 10 | X2.10 | 0.609 | 1.9839 | VALID |

Source ; Results of data processing with the SPSS program

Table 3 the results of the work life balance questionnaire validity test (X3)

| N0 | QUESTION ITEMS | r count | r table | INFORMATION |
|----|----------------|---------|---------|-------------|
| 1 | X2.1 | 0.697 | 1.9839 | VALID |
| 2 | X2.2 | 0.699 | 1.9839 | VALID |
| 3 | X2.3 | 0.44 | 1.9839 | VALID |
| 4 | X2.4 | 0.704 | 1.9839 | VALID |
| 5 | X2.5 | 0.53 | 1.9839 | VALID |
| 6 | X2.6 | 0.713 | 1.9839 | VALID |
| 7 | X2.7 | 0.553 | 1.9839 | VALID |
| 8 | X2.8 | 0.665 | 1.9839 | VALID |
| 9 | X2.9 | 0.705 | 1.9839 | VALID |

Source ; Results of data processing with the SPSS program

Table 4 the results of the validity test of the organizational commitment variable (Y) questionnaire

| N0 | QUESTION ITEMS | r count | r table | INFORMATION |
|----|----------------|---------|---------|-------------|
| 1 | Y1.1 | 0.582 | 1.9839 | VALID |
| 2 | Y1.2 | 0.551 | 1.9839 | VALID |
| 3 | Y1.3 | 0.632 | 1.9839 | VALID |
| 4 | Y1.4 | 0.686 | 1.9839 | VALID |
| 5 | Y1.5 | 0.738 | 1.9839 | VALID |
| 6 | Y1.6 | 0.736 | 1.9839 | VALID |
| 7 | Y1.7 | 0.761 | 1.9839 | VALID |
| 8 | Y1.8 | 0.584 | 1.9839 | VALID |
| 9 | Y1.9 | 0.538 | 1.9839 | VALID |
| 10 | Y1.10 | 0.644 | 1.9839 | VALID |
| 11 | Y1.11 | 0.554 | 1.9839 | VALID |
| 12 | Y1.12 | 0.547 | 1.9839 | VALID |
| 13 | Y1.13 | 0.728 | 1.9839 | VALID |
| 14 | Y1.14 | 0.534 | 1.9839 | VALID |
| 15 | Y1.15 | 0.558 | 1.9839 | VALID |
| 16 | Y1.16 | 0.508 | 1.9839 | VALID |
| 17 | Y1.17 | 0.501 | 1.9839 | VALID |

Source ; Results of data processing with the SPSS program

Based on the results of the validity test in table 1.2, table 1.3 and tables 1.4 and 1.5 above the questionnaire on work environment variables (X), career development (X2) and work life balance (X3) and organizational commitment (Y) it is known that all question items are declared valid.

Reliability Test

In this study, to test the reliability of the instrument using the Alpha Cronbach formula with the help of SPSS. The criteria in the reliable test according to Ghozali(2020)i.e. If Alpha > 0.90 then the reliability is perfect, If the alpha is between 0.70 – 0.90 then the reliability is high, If the alpha is 0.50 – 0.70 then the reliability is moderate, If the alpha is <0.50 then the reliability is low, If the alpha is low, the possibility of one or several items is unreliable. Based on the

instrument trials that have been carried out as many as 104 respondents, the results of the reliability test for each variable are presented in the following table:

Table 5 Reliability Test Results

| VARIABLE | Cronbach's Alpha | Test standard | information |
|---------------------------|------------------|---------------|-------------|
| Work environment | 0.844 | 0.70 | reliable |
| Career development | 0.830 | 0.70 | reliable |
| Work-life balance | 0.802 | 0.70 | reliable |
| Organizational commitment | 0.892 | 0.70 | reliable |

Based on the results of the reliability test for work environment variables (X1), career development (X2), work life balance (X3) and organizational commitment (Y) above, the Cronbach's Alpha value is obtained which is in the high reliability category (located in the range 0.70 - 0,90). Therefore, it can be interpreted that the concept of measuring variables in this study is reliable.

Classic Assumption

Based on the results of testing all classic deviations from the research data, it can be explained as follows:

Table 6 Normality Test Results

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|----------------|--------------------------|
| | | Unstandardized Residuals |
| N | | 104 |
| Normal Parameters, | Means | ,0000000 |
| b | std. Deviation | 5.44384233 |
| Most Extreme | absolute | ,083 |
| Differences | Positive | ,072 |
| | Negative | -.083 |
| Test Statistics | | ,083 |
| asymp. Sig. (2-tailed) | | ,075c |
| Exact Sig. (2-tailed) | | ,449 |
| Point Probability | | ,000 |

Source; results of data processing with the SPSS program

Based on Table 4.10 Kolmogorov Smirnov (KS) Normality Test Results it is known that the residual value of Asymp. Sig. (2-tailed) 0.75 > 0.05, it can be concluded that all variables are normally distributed.

Table 7 Multicollinearity Test Results

| Model | Coefficients ^a | | | | | | | |
|-------|-----------------------------|------------|---------------------------------|------|-------|-------------------------|------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients Betas | t | Sig. | Collinearity Statistics | | |
| | B | std. Error | | | | tolerance | VIF | |
| 1 | (Constant) | 4,534 | 4,656 | | ,974 | ,332 | | |
| | WORK ENVIRONMENT | ,410 | ,125 | ,283 | 3,270 | ,001 | ,421 | 2,374 |
| | CAREER DEVELOPMENT | ,644 | ,147 | ,387 | 4,370 | ,000 | ,401 | 2,491 |
| | WORK LIFE BALANCE | ,479 | ,113 | ,290 | 4,245 | ,000 | ,673 | 1,485 |

a. Dependent Variable: ORGANIZATIONAL COMMITMENT
Source ; Results of data processing with the SPSS program

Based on the calculation results in table 4.10 above, it shows that the Tolerance value of social support and self-efficacy variables is 0.421 or greater than 0.10 ($0.931 > 0.10$). Meanwhile, the VIF (Variance Inflation Factor) value is 2.374 which is less than 10 ($1.074 < 10$). It means that there is no multicollinearity in the independent variables of this study.

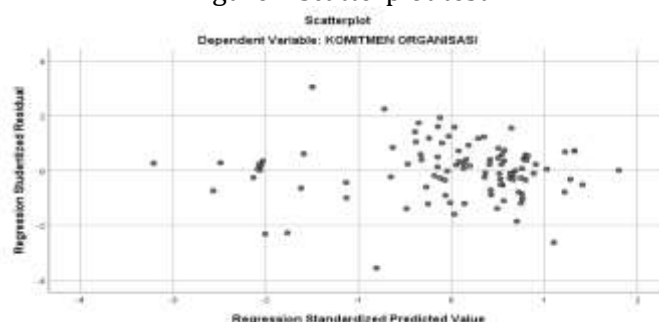
Table 8 Heteroscedasticity Test Results

| Model | Coefficients ^a | | | | | |
|-------|-----------------------------|------------|---------------------------------|-------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients Betas | t | Sig. | |
| | B | std. Error | | | | |
| 1 | (Constant) | 87,217 | 25,475 | | 3,424 | ,001 |
| | work environment | -.575 | ,687 | -.128 | -,838 | ,404 |
| | career development | -.352 | ,807 | -.068 | -,437 | ,663 |
| | work-life balance | ,315 | ,618 | ,061 | ,510 | ,611 |

a. Dependent Variable: organizational commitment
Source ; Results of data processing with the SPSS program

Based on table 4.12 above, it can be seen that the work environment variable (X1) has a significance value of 0.404. This can be interpreted that the work environment significance value is greater than 0.05 or $0.404 > 0.05$. Then, the career development variable (X2) has a significance value of 0.663. This means that the significance value of career development is greater than 0.05 or $0.663 > 0.05$ and the work life balance variable (X3) has a significance value of 0.611. This means that the significance value of work life balance is greater than 0.05 or $0.611 > 0.05$. From this explanation it can be concluded that there is no heteroscedasticity. Then, if you look at the scatterplot test, you can see in Figure 4.1 below

Figure 1 scatterplot test



Source ; Results of data processing with the SPSS program

From the scatterplot image above, it can be seen that the points spread randomly and are scattered both above and below the number 0 on the Y axis. So it can be said that there is no heteroscedasticity in this regression model, so the regression model is suitable for use to determine the role of the work environment, career development, work life balance towards Gen Z organizational commitment post-pandemic at PT Sinar Utama Jaya Abadi.

Hypothesis testing

Hypothesis testing is done to find out whether the regression equation obtained has knowledge or not. If the results of the analysis later show that the relevant regression equation has a significant effect, then the regression equation can be used to predict the Y variable and at the same time to prove the proposed hypothesis.

Table 9 Multiple Regression Analysis Test Results

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | std. Error | Betas | | | tolerance | VIF |
| 1 | (Constant) | 4,534 | 4,656 | | ,974 | ,332 | | |
| | WORK ENVIRONMENT | ,410 | ,125 | ,283 | 3,270 | ,001 | ,421 | 2,374 |
| | CAREER DEVELOPMENT | ,644 | ,147 | ,387 | 4,370 | ,000 | ,401 | 2,491 |
| | WORK LIFE BALANCE | ,479 | ,113 | ,290 | 4,245 | ,000 | ,673 | 1,485 |

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Source ; Results of data processing with the SPSS program

Based on the calculation of multiple linear regression in table 4.13 it can be seen the formula is as follows:

$$Y = 4.534 + 0.410 X_1 + 0.644 X_2 + 0.479 X_3$$

From the regression equation, it can be interpreted as follows:

- The regression constant value is 4.534, indicating that in the work environment, career development, work life balance with constant conditions or $X = 0$, the effectiveness of the work environment, career development, work life balance on Gen Z organizational commitment is 4.534.
- X_1 (work environment) regression coefficient of 0.410, has a positive influence on Y (organizational commitment). This means that if the work environment is getting better assuming other variables are constant, then this can increase the post-pandemic Gen Z organizational commitment at PT Sinar Utama Jaya Abadi.

- c. X2 (career development) regression coefficient of 0.644, has a positive influence on Y (organizational commitment). This means that if career development is higher assuming other variables are constant, then this can increase the post-pandemic Gen Z organizational commitment at PT Sinar Utama Jaya Abadi.
- d. X3 (work life balance) regression coefficient of 0.479, has a positive influence on Y (organizational commitment). This means that if the work life balance gets higher assuming other variables are constant, then this can increase the post-pandemic Gen Z organizational commitment at PT Sinar Utama Jaya Abadi.

Table 10 Analysis of the Determination Coefficient Results

| Summary model b | | | | |
|--|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
| 1 | ,828a | ,686 | ,676 | 5,525 |
| a. Predictors: (Constant), WORK LIFE BALANCE, WORK ENVIRONMENT, CAREER DEVELOPMENT | | | | |
| b. Dependent Variable: ORGANIZATIONAL COMMITMENT | | | | |

Source ; Results of data processing with the SPSS program

The coefficient of determination is used to find out how much the variability of the independent variables is in explaining the dependent variable as indicated by the value of R square (R²) which is equal to 0.676 meaning that the variability of work environment variables, career development, work life balance can increase Gen Z (Y) organizational commitment by 67.6%, while the remaining 32.4% is explained by the variability of other variables not examined in this study.

Table 11 Partial Hypothesis Testing Results (t test)

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. | Collinearity Statistics | |
|--------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | std. Error | Betas | t | | tolerance | VIF |
| (Constant) | 4,534 | 4,656 | | ,974 | ,332 | | |
| WORK ENVIRONMENT | ,410 | ,125 | ,283 | 3,270 | ,001 | ,421 | 2,374 |
| CAREER DEVELOPMENT | ,644 | ,147 | ,387 | 4,370 | ,000 | ,401 | 2,491 |
| WORK LIFE BALANCE | ,479 | ,113 | ,290 | 4,245 | ,000 | ,673 | 1.485 |

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Source ; Results of data processing with the SPSS program

Based on Table 4.15, it shows that the significant value of the work environment on organizational commitment is $0.001 > 0.05$ and the t count is $3.270 > t$ table 1.9839 meaning that there is a significant influence of the work environment on organizational commitment. The significant value of career development on organizational commitment is $0.000 > 0.05$ and the t value is $4.370 > t$ table 1.9839 meaning that there is a significant influence of career development on organizational commitment. And the significant value of work life balance on organizational commitment is $0.000 > 0.05$ and the t count is $4.245 > t$ table 1.9839 meaning that there is a significant influence of work life balance on organizational commitment.

Table 12 Simultaneous Hypothesis Testing Results (Test F)

| ANOVAa | | | | | | |
|--------|------------|----------------|-----|------------|--------|-------|
| Model | | Sum of Squares | df | MeanSquare | F | Sig. |
| 1 | Regression | 6653,542 | 3 | 2217,847 | 72,658 | ,000b |
| | Residual | 3052,448 | 100 | 30,524 | | |
| | Total | 9705,990 | 103 | | | |

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

b. Predictors: (Constant), WORK LIFE BALANCE, WORK ENVIRONMENT, CAREER DEVELOPMENT

Source ; Results of data processing with the SPSS program

The mutual influence of the work environment, career development and work life balance on Gen Z organizational commitment. It is 72.658 with sig. 0.000 < α = 0.05. sig. value the smaller α = 0.05 indicates the acceptance of the hypothesis which states Trust, Convenience, Information Quality, and Perceived risk have a significant effect on purchasing decisions jointly or simultaneously. So that H4: Accepted

Discussion

- Effect of work environment (X1) on Gen Z (Y) organizational commitment. Based on statistical results, the work environment variable proved to have a positive and significant effect on Gen Z organizational commitment.
- The Effect of Career Development (X2) on Gen Z Organizational Commitment (Y). Based on statistical results, the career development variable is proven to have a positive and significant effect on Gen Z organizational commitment.
- Effect of work life balance (X3) on Gen Z organizational commitment (Y) Based on statistical results, the work life balance variable has proven to have a positive and significant effect on Gen Z organizational commitment.
- The influence of the work environment (X1), career development (X2), work life balance (X3) on post-pandemic Gen Z organizational commitment (Y) at PT Sinar Utama Jaya Abadi. Based on statistical results, work environment variables, career development, work life balance have a positive and significant simultaneous effect on Gen Z organizational commitment.

CONCLUSION

Based on tests on work environment variables, it is known and proven that the work environment has a positive influence on Gen Z organizational commitment at PT Sinar Utama Jaya Abadi. A better work environment will certainly provide an increase in employee job satisfaction at work. Provision of facilities for the safety of employees must always be paid attention to by the company as well as providing information on the location/workspace is needed for the smooth running of employees at work. Based on tests on career development variables, it is known and proven that career development has a positive influence on Gen Z organizational commitment. Improved career development will certainly provide an increase in Gen Z organizational commitment at PT Sinar Utama Jaya Abadi. Based on testing of the work life balance variable, proving that work life balance has a positive influence on Gen Z organizational commitment at PT Sinar Utama Jaya Abadi, individuals who feel a balance between work and life, both personal and organizational tend to have higher organizational commitment. When individuals can balance their roles well, it is easier for these individuals to improve organizational competence. Meanwhile, individuals who do not have a time balance or work life balance at work tend not to have a higher organizational commitment. This research also informs that work life balance can increase organizational commitment, especially for Gen Z at PT Sinar Utama Jaya Abadi. Based on testing of work environment variables, career development, work life balance, proving that work environment, career development, work life

balance simultaneously have a significant effect on Gen Z organizational commitment at PT Sinar Utama Jaya Abadi. This means that any improvement that occurs in the work environment, career development, work life balance will have an impact on the higher Gen Z organizational commitment at PT Sinar Utama Jaya Abadi. Regarding the comfort of the work environment, PT Sinar Utama Jaya Abadi should. It is better if the company continues to improve the facilities and comfort of employees. In addition, the needs of employees must always be considered by the company as well as providing information on the location/workspace is needed for smooth running. Regarding career development, PT. Sinar Utama Jaya Abadi needs to provide more open information about the career development system and provide training to employees to improve their competence. In addition, PT. Sinar Utama Jaya Abadi is advised to pay more attention to the period of service as a consideration in career development. Preferably PT. Sinar Utama Jaya Abadi pays attention to the needs of employees in determining activities outside the jobdesc so that employees are more enthusiastic about carrying them out. As well as providing awareness to employees of the importance of work life balance such as socializing the importance of work life balance to be able to increase organizational commitment, motivation and long term employee job satisfaction. For researchers, this research is expected to broaden knowledge and insight regarding the role of the work environment, Career Development, Work life balance and post-pandemic Gen Z organizational commitment at PT.sinar Utama Jaya Abadi.

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