

The Influence of Work-Life Balance and Self-Regulation on Job Performance of Gen Z in the Creative Industry in Bima City

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Article Info

Abstract

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This study aims to analyze the influence of Work-Life Balance and Self-Regulation on the Job Performance of Generation Z employees working in the creative industry in Bima City. Generation Z is known for its unique characteristics, including a strong appreciation for flexible work arrangements, life balance, and the ability to manage oneself independently. This research employs a quantitative approach using the explanatory survey method. Data were collected purposively from respondents aged 18–28 years who had been working for at least six months in the creative industry. The data were gathered through questionnaires and analyzed using multiple linear regression analysis. The results indicate that both Work-Life Balance and Self-Regulation significantly influence Job Performance, both partially and simultaneously. These findings highlight the importance of maintaining a balance between work and personal life, as well as the role of self-regulation in enhancing the job performance of Generation Z. This study is expected to serve as a reference for managers, young employees, and policymakers in developing strategies to improve performance in the creative economy sector.

1. Introduction

The development of the creative industry in Indonesia has shown a positive trend, including in developing regions such as Bima City, West Nusa Tenggara. The creative industry—which encompasses fields such as design, digital content, music, photography, fashion, and innovative culinary arts—has emerged as an alternative employment sector that is increasingly pursued by Generation Z. This generation, born between 1995 and 2012, is known for its adaptability to technology, open-mindedness, and strong emphasis on achieving a balance between personal life and work (Deloitte Millennial and Gen Z Survey, 2023).

In the modern workforce context, Work-Life Balance (WLB) is a crucial concern for Generation Z, who tend to seek a more flexible and meaningful lifestyle. Greenhaus and Allen (2011) define work-life balance as “a state of equilibrium in which the demands of both a person's job and personal life are equal.” An imbalance in this regard can lead to stress, mental fatigue, and a decline in job

performance. Research by Putri and Nugroho (2023) highlights that a healthy work-life balance significantly enhances job satisfaction and performance, particularly among young employees.

However, achieving a work-life balance alone is insufficient without self-regulation—the ability to manage and control one's emotions, thoughts, and behaviors in pursuit of long-term goals (Zimmerman in Bambang, 2022). In the dynamic and fast-paced environment of the creative industry, which requires high levels of initiative and independence, Gen Z employees with strong self-regulation skills are more likely to manage their time effectively, reduce digital distractions, and optimize their performance.

Job performance is a critical parameter for assessing an individual's productivity in fulfilling their roles and responsibilities. According to Mangkunegara (in Lestaluhu et al., 2023), performance refers to job performance or actual performance—defined as the quality and quantity of work achieved by an employee. Similarly, Sudirno and Nurvianti

(in Lestari & Budiono, 2021) state that performance represents the outcomes attained by employees in carrying out their assigned tasks and responsibilities, influenced by various internal and external factors.

Bima City has considerable potential in the creative economy, particularly in sectors such as local crafts, performing arts, and digital content that are rooted in local cultural values. Nevertheless, there is a lack of empirical studies focusing on the psychological and work-life balance factors influencing the job performance of Gen Z employees in this region. Therefore, this study aims to empirically examine the influence of work-life balance and self-regulation on the job performance of Generation Z workers in Bima City's creative industry.

The findings of this study are expected to contribute to the development of human resource management strategies tailored to the characteristics of the younger generation. Moreover, the research supports local economic development by enhancing the quality and productivity of the creative workforce.

2. Literature Review

2.1 Work-Life Balance (WLB)

Work-life balance (WLB) refers to an individual's ability to manage the demands of work while maintaining a fulfilling personal life. According to Hong and Susanto (2024), WLB plays a crucial role in enhancing employee commitment, minimizing conflicts, and improving performance in the era of globalization. An imbalance between work and personal life can lead to stress, fatigue, and decreased job performance.

2.2 Self-Regulation

According to Goldman (2021), self-regulation is the capacity to control one's behavior, emotions, and thoughts in pursuit of long-term goals. It involves managing disruptive impulses and emotions, and making decisions aligned with personal values. Similarly, De la Fuente et al. (2022) describe

self-regulation as a personality-related construct that encompasses an individual's ability to plan, monitor, and evaluate their own behavior effectively.

2.3 Job Performance

Chen and Kao (2021) state that job performance encompasses the quality, quantity, and consistency of employees' work output, which directly influences organizational effectiveness and success. Khoshnaw and Alavi (2020) define job performance as the execution of assigned tasks at a measurable level based on established standards, including aspects such as completeness, speed, accuracy, and cost-efficiency. Furthermore, Venkatesh et al. (as cited in Valentsia & Leovani, 2023) view job performance as an individual's ability to carry out activities that contribute to organizational development.

3. Research Methods

This study employs explanatory research using a sample survey approach. Explanatory research is conventionally used to explain the relationship between variables through hypothesis testing (Sugiyono, 2016). A quantitative approach is adopted, utilizing a survey research method. According to Suharsimi (2015), the survey method aims to obtain data or facts that are not directly observable, including unrecorded past information and respondent attitudes.

The research targets Generation Z individuals in Bima City. The population consists of all Generation Z individuals aged 18–28 years, although the exact number is unknown. The sampling technique used in this study is purposive sampling, which involves selecting respondents based on specific criteria relevant to the study's objectives. The criteria for inclusion are as follows:

1. Aged between 18–28 years
2. Have worked for at least six months in the creative industry
3. Reside in or are employed in the Bima City area

The research instrument used is a structured questionnaire, developed based on indicators for each variable. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4. Results and Discussion

4.1 Validity and Reliability Test Results

All indicators for each variable show a correlation value greater than 0.3, indicating validity, and a Cronbach's Alpha value above 0.7, indicating reliability. These results confirm that the instruments used in this study are both valid and reliable.

4.2 Classical Assumption Test Results

The regression model in this study meets the requirements of a good model. The data passed the normality test ($p > 0.05$ on the Kolmogorov-Smirnov test), indicating that the data are normally distributed. Additionally, the multicollinearity test results show VIF values below 10 and tolerance values above 0.1, indicating no multicollinearity. The residual plot also shows no clear pattern, indicating that the data meet the assumption of homoscedasticity.

4.3 Correlation Coefficient and Coefficient of Determination

Table 1. Correlation Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.753	.573	.536	3.974	2.154

Based on Table 1, the multiple correlation coefficient (R) is 0.753, indicating a strong relationship between Work-Life Balance (X1), Self-Regulation (X2), and Job Performance (Y), as it falls within the 0.60–0.799 range.

Table 2. Correlation Coefficient Interpretation

Coefficient Interval	Relationship Level
0.00–0.199	Very Weak
0.20–0.399	Weak
0.40–0.599	Moderate
0.60–0.799	Strong
0.80–1.000	Very Strong

The coefficient of determination (R^2) is 0.573, meaning that 57.3% of the variance in job performance can be explained by Work-Life Balance and Self-Regulation, while the

remaining 42.7% is influenced by other variables not examined in this study.

4.4 Hypothesis Testing

Table 3. t-Test Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	11.203	3.095	—	4.170	.001
TOTAL_X1	0.357	0.189	0.310	3.636	.000
TOTAL_X2	0.406	0.195	0.357	4.885	.003

a. H_1 : Work-Life Balance has a significant effect on Job Performance

Based on the t-test, the Work-Life Balance variable has a t-value of 3.636 with a significance value of 0.000 ($p < 0.05$). This means that H_1 is accepted, indicating that Work-Life Balance has a significant influence on the Job Performance of Generation Z in the

creative industry in Bima City. This finding supports Greenhaus and Allen (2011), who argue that individuals who maintain a balance between work and personal life tend to have higher job satisfaction and improved performance. For Generation Z, who highly value flexibility and quality of life,

maintaining this balance is a key factor in motivating optimal performance.

b. H₂: Self-Regulation has a significant effect on Job Performance

The t-test result for Self-Regulation shows a t-value of 4.885 with a significance value of 0.003 ($p < 0.05$), indicating that H₂ is accepted. This confirms that Self-Regulation significantly affects Job Performance among Generation Z workers in the creative industry in Bima City.

This result aligns with the findings of Duckworth and Gross (2021), who stated that self-regulation is closely related to grit, resilience under work pressure, and effectiveness in dynamic work environments. Gen Z employees with high self-regulation are better equipped to handle complex tasks and remain focused despite external distractions such as social media and multitasking demands.

4.5 Simultaneous Effect (F-Test)

Table 4. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,537.709	2	568.854	31.109	.000
Residual	1,590.088	96	18.394		
Total	2,127.797	99			

a. H₃: There is a significant simultaneous effect of Work-Life Balance and Self-Regulation on Job Performance

Based on the ANOVA table, the calculated F-value is 31.109, which is greater than the F-table value (2.70), and the significance value is 0.000 ($p < 0.05$). Therefore, H₃ is accepted, indicating that Work-Life Balance and Self-Regulation together have a significant effect on the Job Performance of Generation Z in Bima City's creative industry.

This finding is consistent with the study by Safitri and Nugroho (2023), which also found that both Work-Life Balance and Self-Regulation significantly and simultaneously affect employee performance. In this study, the coefficient of determination (R^2) was 0.573, indicating a substantial contribution of both variables to performance outcomes.

5. Conclusion

5.1 Conclusion

Based on the research results, the following conclusions can be drawn:

1. Work-Life Balance has a significant effect on the job performance of Generation Z in the creative industry in Bima City. This indicates that maintaining a balance between personal life and work can improve the performance of Gen Z employees in this sector.

2. Self-Regulation also has a significant influence on job performance. Individuals with the ability to manage themselves, regulate emotions, and set independent goals tend to exhibit better work performance.
3. Simultaneously, Work-Life Balance and Self-Regulation significantly influence job performance. These two variables collectively contribute to enhancing the performance of Gen Z employees in the creative industry in Bima City.

Thus, this research reinforces the understanding that maintaining a work-life balance and having strong self-regulation abilities are crucial factors that support the productivity and performance of the young generation in creative work environments.

5.2 Suggestions

1. For Creative Industry Managers and Leaders:
It is recommended to create a flexible and supportive work environment that promotes Work-Life Balance. This can be implemented through flexible working hours, comfortable workspaces, and humane leave or relaxation policies.
2. For Gen Z Employees:
It is important to actively develop self-regulation skills, such as emotional management training, personal goal setting, and discipline in completing tasks effectively.

3. For Future Researchers:
It is suggested to expand the research scope by including broader regions, adding other influencing variables such as work motivation or leadership, and applying qualitative methods to gain deeper insights.
4. For Local Governments and Educational Institutions:
It is essential to develop soft skills training programs, particularly in self-management, for young people preparing to enter the workforce—especially in the creative industry sector.

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