

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

Mawar Hidayanti<sup>1</sup> Ovriyadin<sup>2</sup> Juwani<sup>3</sup>  
Sekolah Tinggi Ilmu Ekonomi (STIE) Bima  
Email: [Mawarh.stiebima@gmail.com](mailto:Mawarh.stiebima@gmail.com)

## Article Info

## Abstract

### Keywords:

Work-Life Balance, Self-Regulation, Job Performance, Generation Z, Creative Industry

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. 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).

## 3. Results and Discussion

### 3.1 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.

### 3.2 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.

### 3.3 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
<b>0.00–0.199</b>	Very Weak
<b>0.20–0.399</b>	Weak
<b>0.40–0.599</b>	Moderate
<b>0.60–0.799</b>	Strong
<b>0.80–1.000</b>	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.

### 3.4 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<sub>1</sub>: 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<sub>1</sub> 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.

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 H<sub>2</sub> 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.

**b. H<sub>2</sub>: Self-Regulation has a significant effect on Job Performance**

### 3.5 Simultaneous Effect (F-Test)

**Table 4. F-Test Results (ANOVA)**

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

**a. H<sub>3</sub>: 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, H<sub>3</sub> 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.

## 4. Conclusion

### 4.1 Summary of Findings

This study investigated the influence of Work-Life Balance (WLB) and Self-Regulation (SR) on the Job Performance (JP) of Generation Z employees working in the creative industry in Bima City. The quantitative analysis revealed that both WLB and SR have significant partial and simultaneous effects on job performance. Specifically, employees who successfully maintain a balance between their professional and personal lives tend to demonstrate higher motivation, lower stress, and improved performance outcomes. Similarly, individuals with strong self-regulation—those who can effectively manage emotions, focus on goals, and control impulses—consistently exhibit higher productivity and quality of work. Together, these findings highlight that psychological self-management and balanced lifestyles are critical determinants of Gen Z's effectiveness in creative, flexible, and innovation-driven work settings.

### 4.2 Theoretical Implications

The results of this study provide empirical support for Self-Regulation Theory (Zimmerman, 2000) and the Work-Life Balance Model (Greenhaus & Allen, 2011), confirming that individual self-control mechanisms and balance management contribute significantly to performance outcomes. This research extends the theoretical discourse by integrating these two frameworks in the context of Generation Z in the creative industry, a demographic that has been

underrepresented in prior studies. It also underscores that job performance is not solely determined by external organizational factors but equally shaped by internal psychological and lifestyle dimensions. Thus, this study contributes to the growing literature in human resource psychology by demonstrating how *personal equilibrium* (balance) and *self-directed regulation* (discipline) jointly drive sustainable job performance in non-traditional work environments.

### 4.3 Practical Implications

The findings offer several practical insights for managers, employees, and policymakers in the creative sector:

1. For Creative Industry Managers: Establish flexible work systems that allow Gen Z employees to maintain work-life integration—such as remote options, flexible hours, and creative rest policies—to improve engagement and reduce turnover.
2. For Gen Z Employees: Strengthen self-regulation abilities through structured routines, digital discipline, mindfulness practices, and goal-oriented behavior to sustain focus in flexible work arrangements.
3. For Policymakers and Educators: Develop training programs emphasizing soft skills—particularly emotional control, time management, and self-management—to prepare young professionals for high-performance roles in the creative economy.
4. For Organizations: Integrate mental health support and work-life initiatives into human resource strategies to ensure a sustainable, innovative, and productive workforce.

### 4.4 Limitations and Future Research Directions

While this study provides meaningful insights, it also has several limitations. First, the sample was limited to Generation Z employees in Bima City, which may restrict the generalizability of results to other regions or industries. Second, the research relied on self-reported data, which may be subject to response bias. Third, only two independent

variables were examined, whereas other factors—such as motivation, leadership style, organizational culture, or digital fatigue might also influence job performance.

Future studies are encouraged to:

1. Broaden the sample to include cross-regional or cross-industry comparisons to enhance generalizability.
2. Incorporate qualitative or mixed-method approaches to capture deeper insights into behavioral and cultural contexts.
3. Explore moderating or mediating variables (e.g., organizational support, job satisfaction, digital workload) to better understand the dynamics between psychological well-being and performance.

By addressing these aspects, subsequent research can contribute to a more comprehensive framework for understanding and optimizing Generation Z performance in the evolving creative economy.

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