

Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees: A Systematic Review

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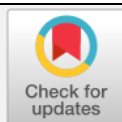
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ABSTRACT

Although the impact of work-life balance and job satisfaction on employee performance has been extensively studied, there still lacks a comprehensive understanding of the interplay among these variables among millennials and generation Z (gen Z) employees. This present inquiry, therefore, aims to systematically analyze how work-life balance and job satisfaction affect millennials' and gen Z's performance. Following a systematic literature review approach, relevant studies published in 2018-2022 were derived from two main academic databases (Google scholar and Research gate). Thirty-five peer-reviewed articles were then carefully selected and analyzed. The result shows that (1) work-life balance and job satisfaction positively affect millennial's and gen Z's performance; (2) gen Z are more idealists in thriving for work and growth (3) millennials and gen Z put a value on the supportive work environment, supportive supervisor, and career opportunity for job satisfaction (4) millennial and gen Z put a value on flexibility of work hours, annual leave and work from home for work-life balance.

Keywords: Employee Performance; Generation Z; Job Satisfaction; Millennial; Work-life Balance

1. Introduction

Based on the global data, it was found that the massive resignation of gen Z and millennials will continue. A recent survey by [Lever \(2022\)](#) indicated that around 40% of Gen Z and 24% of millennial employees want to leave their jobs within two years. Burnout or job dissatisfaction is cited as one of the top three reasons young employees leave their jobs ([Deloitte, 2022](#)). Additionally, work-life balance components, such as more vacation time, the ability to work remotely, and greater social and environmental responsibility, is something millennial and gen Z employee expect from their employers ([Schroth, 2019](#)). Furthermore, they will leave the company if their needs aren't fulfilled. Therefore, job satisfaction and work-life balance are major issues that employers must pay extra attention to in dealing with a workforce dominated by the younger generations ([Sánchez-Hernández et al., 2019](#)).

Millennials and gen Z are dominating the workforce nowadays. Hence, to maximize organizational effectiveness, the management must understand what affects millennials and gen Z employee performance. According to the recent census, gen Z and millennials comprise more than 60% of Indonesia's population ([Statista, 2020](#)). These two generations are also projected to dominate employment in the next few decades when most of these two generations have entered productive age so that Indonesia can accelerate economic growth ([Kementerian Komunikasi dan Informatika Republik Indonesia, 2022](#)).

Meanwhile, the fierce competition between companies in the global economic era has challenged companies to be innovative and continuously satisfy consumers' needs through their excellent services. Facing these challenges, the role of employees becomes more and more vital. Employees must maintain excellent performance and contribute to the company's success ([Wolor et al., 2020](#)). To ensure employee performance, companies need to consistently consider the needs and wants of employees to increase company productivity and gain profits ([Larasati & Hasanati, 2019](#)). Companies also need to develop strategies to obtain and maintain the availability of human resources in the organization to achieve their long-term goals ([Capnary et al., 2018](#)).

The rapid development of communication technology causes employees to be required to utilize digital communication media, allowing employees to continue to get tasks outside of working hours and causing a lack of time with family or intensity to maintain health ([Kementerian Komunikasi dan Informatika Republik Indonesia, 2022](#)). Work-life balance is the compatibility between work obligations and workers' personal lives ([Nurjanah & Indawati, 2021](#)). A recent study ([Wolor et al., 2020](#)) proves that work-life balance positively and significantly affects employee performance. The authors then further summarized the phenomena related to work-life balance issues in millennials in two important ways. First, millennials prefer a balance of work and flexible working time according to their lifestyle. Second, millennials can feel anxious and threatened about their careers if they take time off for family purposes because they may lose additional compensation opportunities or opportunities for promotion. Hence, employees tend to refuse to implement work-life balance practices if there is no support from the company. Although many companies are aware of the importance of work-life balance for gen Z and Millennials and provide approval or support, in practice, many companies still do not take any significant action regarding the implementation of work-life balance for employees ([Grebstad, 2022](#)).

In addition to work-life balance, another aspect that can influence employee performance is job satisfaction. Other researchers ([Latif et al., 2013](#); [Othman et al., 2020](#)) agreed that increasing job satisfaction is beneficial in helping employees survive and be motivated to achieve optimal work results are vital for companies. Previous research has proven that job satisfaction

significantly and positively affects employee performance (Latif et al., 2013; Nurrohmat & Lestari, 2021; Susanty & Miradipta, 2013).

This present study was conducted to systematically review the literature regarding the importance of work-life balance and job satisfaction on the performance of employees of generations that dominate the workforce and are entering productive age, namely gen Z and millennials. In particular, this study attempts to answer two essential research questions: Are there differences in perceptions of work-life balance and job satisfaction between gen Z and millennials? Is there also a difference in the effect of work-life balance and job satisfaction on performance between gen Z and millennial employees?

This research provides valuable insight for employers in considering the most appropriate strategy to increase productivity by improving employee performance, especially gen Z employees who have started entering the workforce and millennials with more work experience.

2. Research Methodology

The research method uses a systematic literature review by tracing references to theories relevant to the topic and research questions (Habsy, 2017). The systematic literature review aims to identify, assess, and synthesize all relevant studies with a transparent, planned, and structured analysis process to provide a scientific overview of a research topic (Jesson et al., 2011; Andreini & Bettinelli, 2017).

2.1. Data Collection Procedure

Data collection is done by studying the literature, where data or sources related to the research topic are collected and then filtered and documented (Habsy, 2017). In this study, the data collected comes from journals or articles that examine the role of work-life balance and job satisfaction on the performance of millennials and gen Z employees. The inclusion criteria of this study are shown in Table 1.

Table 1. Article Inclusion Criteria

Criteria	Description
Time frame	Five years (2018-2022)
Type of article	Research-based articles
Language	English and Bahasa Indonesia
Keywords	Work-Life Balance, Job Satisfaction, Job Performance, Generation Z, Generation Y, Millennial

After systematically searching for relevant published articles from the two open-access databases (i.e., Google Scholar and ResearchGate), 35 relevant articles that met the inclusion criteria were carefully selected for further analysis.

2.2. Data Analysis

The articles that have been obtained are then analyzed using the descriptive analysis method by describing the facts first, after which an analysis of the understanding description is carried out (Habsy, 2017). The flow of research stages is carried out as shown in Figure 1.

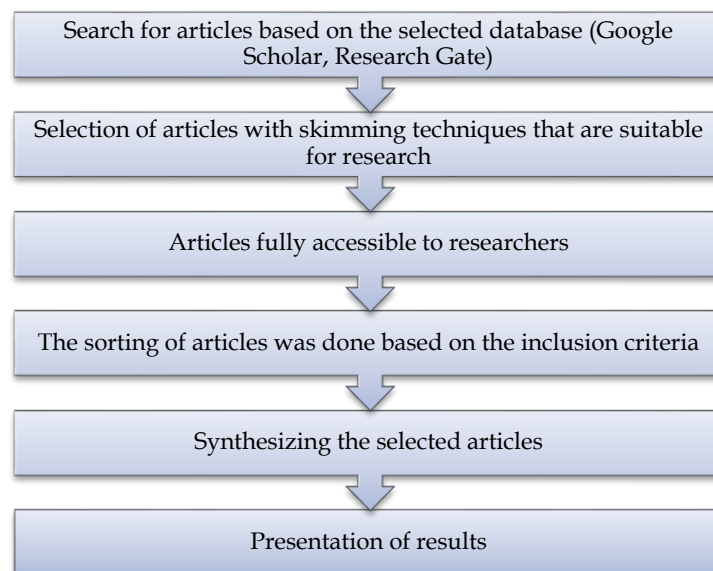


Figure 1. The flow of the Research Stage

3. Results and Discussion

3.1. A Work-life Balance

Work-life balance refers to a condition where employees can carry out and balance work responsibilities and other roles in their personal life well, which is supported by the organization with a series of activity designs and organizational culture (Rahmawati & Gunawan, 2020). Personal life can be in the form of family life, social, health, and other personal activities. Other research also found that work-life balance is essential in minimizing employees' intention to quit work (Jaharuddin & Zainol, 2019). Furthermore, employees feel happy because they can balance work obligations and personal life and have commensurate time and contribution between work and personal life (Sismawati & Lataruva, 2020).

Table 2 compares empirical evidence on the work-life balance between millennials and gen Z employees. Millennial and gen Z employees have similar expectations for applying flexibility, using leaves, and working from home. The problem found regarding the utilization of millennial and gen Z leave is when burdened with urgent tasks or work while on leave. Supervisors or co-workers must consider other solutions before burdening employees with work while on leave. Research on the application of work-life balance in gen Z employees is still lacking in literacy, so there is still ample room for further investigation.

Table 2. Work-Life Balance Between Millennials and Gen

Millennial	Gen Z
Work-life balance is a major factor for millennials to stay in a company (Larasati & Hasanati, 2019; Sismawati & Lataruva, 2020).	A work-life balance minimizes employees' possibility of leaving the company (Suganda, 2022).
The reduced conflict between work and personal or family life (Wolor et al., 2020).	Flexibility is an example of establishing a good harmony between workload and personal life

Millennial	Gen Z
	(Rachmadini & Riyanto, 2020)
Employee flexibility influences work-life balance (Capnary et al., 2018).	Work from home (Suslova & Holopainen, 2019).
Vacation leaves yearly without any workload from the company (Sismawati & Lataruva, 2020; Fajri, 2022).	Vacation leave is an example of establishing harmony between workload and personal life (Rachmadini & Riyanto, 2020).
Scheduling recreational activities outside of office formalities (Wolor et al., 2020).	

3.2. Job Satisfaction

Job satisfaction relates to employees' feelings about their work, both pleasant and unpleasant feelings in various aspects and processes of their work (Suslova & Holopainen, 2019; Rahmawati & Gunawan, 2020). Job satisfaction is also an employee's emotional response to their workplace's tasks, physical conditions and social conditions and indicates the extent to which their expectations have been met (Wolor et al., 2020). While low job satisfaction might happen when only a small portion or none of the employee's expectations are realized, high job satisfaction is achieved when many expectations, even more than employee expectations, are met.

Table 3 summarizes the forms of job satisfaction for millennial and gen Z employees. Millennials and gen Z employees have in common the importance of the supervisor's role in nurturing employees, especially from person to person. In addition, a friendly community and support from co-workers also shape millennial and gen Z job satisfaction. Besides being the key to implementing work-life balance, flexibility is also important for millennial and gen Z job satisfaction.

Table 3. Job Satisfaction Between Millennials and Gen

Millennial	Gen Z
The role of superiors in providing emotional and technical support and guidance related to tasks and work (Putri et al., 2019).	Supervisors provide emotional support to reduce employee stress and anxiety by helping employees with career and personal issues, increasing satisfaction (Suslova & Holopainen, 2019).
Wages are paid according to work experience and are equivalent to the work performed (Putri et al., 2019).	Self-development, skill and knowledge development will increase job satisfaction (Suslova & Holopainen, 2019; Husainah et al., 2022).
The application of flexible working time that even in the absence of employee performance targets must still be met, leads to the creation of job satisfaction from employees (Wolor et al., 2020)	Work is considered interesting and meaningful (Nabahani & Riyanto, 2020).
Support from co-workers (Putri et al., 2019).	Career choices are based on personal

Millennial	Gen Z
	interests, abilities, and talents (Husainah et al., 2022).
Opportunities for promotion (Putri et al., 2019).	Community among co-workers, open communication, and support from co-workers (Sulsova & Holopainen, 2019).
	There are well-planned work processes that can support the daily tasks and challenges of climbing the career ladder (Sulsova & Holopainen, 2019).
	Wages are in Gen Z's priorities but not at the top when considering a job (Nabahani & Riyanto, 2020).

3.3. Work-life Balance and Job Satisfaction

Recent studies also documented evidence of the link between work-life balance and employee job satisfaction ([Bataineh, 2019](#); [Fajri, 2022](#); [Nurjanah & Indawati, 2021](#); [Sismawati & Lataruva, 2020](#)). For instance, recent research uncovered that employees with good feelings and small levels of stress at work and home are more likely to experience job satisfaction ([Bataineh, 2019](#)). This research is in line with the results of related studies by [Nurjanah & Indawati \(2021\)](#) and [Sismawati & Lataruva \(2020\)](#), which found that a good work-life balance can make someone feel happy because they can balance work obligations and personal life so that the higher the employee's work-life balance, the higher the perceived job satisfaction. Employees have expectations to balance time and contributions in work and personal life.

Another interesting study ([Puspitasari, 2020](#)) looks into two dimensions of work-life balance: work enhancement with personal life and personal life enhancement with work. The results found a positive influence between work enhancement with personal life and personal life enhancement with work on job satisfaction. In other words, employees feel happy when they can overcome personal and work problems ([Puspitasari, 2020](#)). In a nutshell, when employee expectations are met leads to job satisfaction. In other words, the higher the employee's work-life balance, the higher the job satisfaction felt because they can balance work obligations and personal life ([Fajri, 2022](#); [Bataineh, 2019](#); [Sismawati & Lataruva, 2020](#); [Puspitasari, 2020](#)).

Table 4 compares the effect of work-life balance on job satisfaction between millennials and gen Z. In general, job satisfaction is created when there is harmony in work and personal life. One notable empirical work ([Nurjanah & Indawati, 2021](#)) indicated that work-life balance mediates the effects of emotional intelligence on job satisfaction. However, the direct effect of work-life balance on job satisfaction among gen Z employees still needs further research because the scope of the research is still lacking.

Table 4. Work-Life Balance and Job Satisfaction Between Millennials and Gen Z

Millennial	Gen Z
The ability of millennial employees to balance work and personal life leads to	Work-life balance mediates the effects of emotional intelligence on job satisfaction

Millennial	Gen Z
better job satisfaction (Rahmawati & Gunawan, 2019).	(Nurjanah & Indawati, 2021).

3.4. Work-life Balance, Job Satisfaction and Employee Performance

Employee performance can be defined as the result of the formation of behavior, mentality, and capacity from learning or training to improve the organization's overall work process, especially in terms of efficiency and productivity ([Bataineh, 2019](#); [Abualoush, 2018](#)).

Previous studies documented well-established empirical evidence on the positive and significant effect of work-life balance on employee performance ([Mendis & Weerakkody, 2018](#); [Wolor et al., 2020](#)). The same pattern is also evident in millennials and gen Z employees. Table 5 displays the effect of work-life balance on employee performance.

Furthermore, work-life balance and job satisfaction were essential determinants of employee performance ([Mendis & Weerakkody, 2018](#); [Eliyana et al., 2019](#); [Wolor et al., 2020](#); [Sabuharia et al., 2020](#); [Nurrohmat & Lestari, 2021](#)). Thus, when employees have a balanced time and contribution between work and personal life, higher job satisfaction and fulfilled employee expectations can lead to increased employee productivity. Increased productivity of employees can lead to increased productivity of the company.

Table 5. Work-Life Balance and Employee Performance

Millennial	Gen Z
More effective at work and reduced absenteeism (Larasati & Hasanati, 2019 ; Nurjanah & Indawati, 2021).	Work-life balance significantly influences employee performance (Nurjanah & Indawati, 2021).

Employees who are unable to achieve a balance between effort and self-esteem at work have a significant relationship with workload control and lack of ability to fulfill personal needs and obligations that can lead employees to burnout, poor performance, and decreased quality of life ([Johari et al., 2018](#); [Bataineh, 2019](#)). Young employees who can manage time in a balanced way between work and family commitments are productive. Organizations that offer adequate opportunities for employees to manage work and family roles will reap their employees' benefits through improved employee performance ([Bataineh, 2019](#)).

Among the two dimensions of work-life balance, a recent study by [Puspitasari \(2020\)](#) found that the dimension of work enhancement with personal life has a positive influence on employee performance, but the dimension of personal life enhancement with work does not have a positive influence on employee performance. It is stated that this can be caused by the annual target factor, where there are rewards from the company if the production and sales targets for one year are achieved to motivate employees to improve their performance. Furthermore, higher performance is shown by employees who are satisfied with their work ([Sabuharia et al., 2020](#)). Similarly, a recent study found that job satisfaction as a mediating relationship between work competence and employee performance showed significant results ([Sabuharia et al., 2020](#)). Thus, it can be concluded that competent employees have better performance when they feel satisfied or when there is an increase in employee satisfaction, the employee's performance will be better.

Table 6 summarizes the effect of job satisfaction on employee performance. The conclusion that can be drawn is that for general, millennial, and gen Z employees, job satisfaction has a strong and significant relationship or influence on employee performance.

Table 6. Job Satisfaction and Employee Performance

Millennial	Gen Z
More effective at work and reduced absenteeism (Santoso & Soehari, 2020 ; Nurjanah & Indawati, 2021).	Work-life balance significantly influences employee performance (Sulsova & Holopainen, 2019).

3.5. Work-life Balance, Job Satisfaction and Millennial Performance

Millennials can, without a doubt, decide to leave the company they work for when they feel unattached to the company, and work-life balance can fulfill the factors that are important for millennials to stay in a company so that it helps companies overcome this problem ([Larasati & Hasanati, 2019](#); [Sismawati & Lataruva, 2020](#)). The easy access between work and personal activities of millennials is reflected in behaviors that are more easily bored with work routines and more often hold their smartphones to check their social media so that in between the work they do, millennials can entertain themselves with social media and other entertainment ([Fajri, 2022](#)). The ease of access between work and personal life can give millennial employees hope for the opportunity to achieve a work-life balance experience.

Meanwhile, a study by [Othman et al. \(2020\)](#) reported that companies that employ millennial employees face challenges in inspiring employees and creating high job satisfaction for their employees and the results of their research show that work-life balance has a significant influence on job satisfaction of millennial employees due to the need for millennial employees for independence in managing time between work commitments and personal activities. This study's results align with the results of another related study ([Rahmawati & Gunawan, 2020](#)), which states that the ability of millennial employees to balance work and personal life leads to better job satisfaction. Similarly, [Larasati & Hasanati \(2019\)](#) found that the impact obtained by companies from millennial employees who have achieved work-life balance includes reduced absenteeism and more effectiveness at work to increase retention of millennial employees. Further, the creation of work-life balance in terms of working time and the contribution of millennial employees leads to a positive attitude towards work which can lead to a sense of pleasure in doing work which leads to increased job satisfaction and ultimately leads to a lack of turnover intention ([Sismawati & Lataruva, 2020](#)).

Millennial job satisfaction significantly affects millennial employee performance ([Santoso & Soehari, 2020](#)). Several dimensions of millennial job satisfaction were introduced in a recent study ([Putri et al., 2019](#)), including employee aspirations for promotion opportunities, wages given following work experience and equivalent to the work performed, the role of superiors in providing emotional and technical support and guidance related to tasks and work and finally supported from co-workers. Then it is found that job satisfaction significantly influences overall organizational performance, with promotions, wages, and support from superiors and co-workers as dimensions of job satisfaction. Similarly, a study by [Sismawati & Lataruva \(2020\)](#) indicated that to maintain employee job satisfaction, companies need to maintain good relationships among employees as well as between employees and superiors by strengthening a

communicative and supportive culture and providing opportunities for employees to take on greater responsibilities where companies can enforce a transparent promotion system.

Regarding the influence of work-life balance that can shape employee job satisfaction, recent research by [Fajri \(2022\)](#) indicated that companies could increase the job satisfaction of millennial employees by applying work-life balance effectively, starting with involving millennial employees in activities related to the application of work-life balance such as preparing work schedules, motivating employees to take advantage of annual leave program, and scheduling recreational activities outside of office formalities such as outbound activities, recreation with family, and so on. For millennials, a good work-life balance is reflected in the lack of experience of conflict between work and personal or family life ([Capnary et al., 2018](#); [Nizam & Kam, 2018](#)).

Some empirical works ([Capnary et al., 2018](#); [Nizam & Kam, 2018](#)) compiled several work-life balance strategies that companies can formally adopt. First, the application of flexible working time is that even without attendance, employee performance targets must still be met and ultimately can create employee job satisfaction. This is supported by the results of research another related study ([Capnary et al., 2018](#)), which states that employee flexibility influences work-life balance when companies still provide information and communicate well with employees so that employees who carry out work flexibility have access to information about important matters related to their work such as meeting schedules, training, or other important notifications.

Second, teleconferencing and telecommunications allow employees to work from home without burdening their home life and can save energy, time and money. Third, provide a policy for employees who want to increase the amount of working time longer at certain times for employees to reduce working days in a week. Fourth, provide a policy to allow work shifts for employees who want to continue their studies to improve the workability and capacity of these employees. Lastly, paid leave program should be set up at the beginning of the year so that it will not interfere with company activities. The utilization of leave is also supported by another empirical work ([Sismawati & Lataruva, 2020](#)) based on applicable provisions without any workload from the company.

Unfortunately, some companies do not want to implement work-life balance policies for employees because of the uncertainty of this policy and the potential for employees to abuse the opportunity. It takes a change in culture and an open mindset from the company to implement work-life balance practices so that it can be accepted in the organization regardless of seniority, status, or gender ([Capnary et al., 2018](#); [Nizam & Kam, 2018](#)).

3.6. Work-Life Balance, Job Satisfaction and Gen Z Employee Performance

Gen Z has similar thoughts and demands to millennials ([Rachmadini & Riyanto, 2020](#)). Gen Z has no worries about losing a job because when they feel uninterested, they can decide to apply for another job ([Suslova & Holopainen, 2019](#)). Furthermore, as indicated in a recent study ([Skyler, 2022](#)), among all generations, gen Z is the generation that most values the application of work-life balance and puts less emphasis on work in their lives. Work-life balance significantly affects gen Z employee engagement in the workplace, and it is hoped that gen Z as employees will receive attention from the company for the formation of a good balance between work and personal life demands such as caring for employee needs, prioritizing employee interests utilizing leave and working time flexibility ([Rachmadini & Riyanto, 2020](#)). Another empirical study ([Suganda, 2022](#)) proves that applying a work-life balance minimizes the possibility of employees deciding to leave the company.

A recent study on Gen Z employees (Nurjanah & Indawati, 2021) revealed that work-life balance becomes a mediating variable from the effect of employee emotional intelligence on employee job satisfaction, or the emotional intelligence of Gen Z employees can affect job satisfaction through work-life balance. It can be concluded that when employees have control over work-life balance, their emotional intelligence will affect job satisfaction.

A study on both the Millennial and Z generations (Deng, 2020) proved that job satisfaction significantly influences employee performance. Furthermore, another similar study (Suslova & Holopainen, 2019) indicated that there is a strong relationship between job satisfaction and employee performance, where there are 60% of gen Z respondents want appreciation from the company in the form of efforts to maintain their presence in the workplace, can motivate them and there are 90% of gen Z respondents agree that when they feel satisfied at work, work efficiency will increase. Additionally, gen Z places a high value on fair decisions in the workplace and may perceive an employment decision as unfair when they lack an understanding of the decision-making procedures and processes (Suslova & Holopainen, 2019). This may affect Gen Z's satisfaction in the workplace.

Gen Z expects to be led by a boss who has integrity and can nurture them. According to Suslova and Holopainen (2019), a boss acting as a mentor to gen Z employees by providing emotional support to reduce employee stress and anxiety while assisting them in their development will bring success in integrating employees in the workplace, increasing satisfaction and productivity while reducing turnover costs. Several studies (e.g., Suslova & Holopainen, 2019; Nabahani & Riyanto, 2020) stated that it is very important for gen Z to fulfill the expectations they have and there are idealistic ideas about their work where the results must be entertaining, meaningful, developing and there is also an expectation that every co-worker will respect and appreciate their thoughts and ideas. Gen Z will not respect employers if they feel disrespected by not listening to them or belittling their ideas (Suslova & Holopainen, 2019).

With the more idealistic behavior of gen Z, a recent study (Nabahani & Riyanto, 2020) indicated that gen Z does things that they like, so in addition to wanting flexibility or freedom in working time, gen Z also pays attention to freedom in determining their type of work (Mandagi & Aseng, 2021). This can affect the job satisfaction of gen Z. The research of Husainah et al. (2022) also revealed that several factors could significantly affect the job satisfaction of gen Z, including career interests and career choices where gen Z has an awareness of the career interests they have and working according to their career choices, gen Z will feel more satisfied at work. Career choices based on personal abilities and talents can result in high job satisfaction compared to choices made by parents and other considerations such as environment and personal values (Husainah et al., 2022). The results of this study are in line with another research (Nabahani & Riyanto, 2020) which states that having a job that is considered meaningful to gen Z can increase their job satisfaction because gen Z prefers to get a job that they find meaningful, interesting, and good rather than a job that offers good compensation. After all, salary is in gen Z's priorities but not at the top when considering a job. This is in line with the results of research by Suslova & Holopainen (2019), which proves that personal growth and learning are more important than financial gain as the main motivation for gen Z in work, but that does not mean that salary is not a top priority because gen Z still considers incentive systems and rewards for all employees very important.

Gen Z admires personal growth and development and pays attention to education, skill development and knowledge, so they appreciate company training programs such as development programs that can provide opportunities to improve their abilities in the desired

career path (Husainah et al., 2022). Gen Z wants work processes planned so that gen Z, as employees, can support their daily tasks and challenges to feel valuable and grow personally, climbing the career ladder (Suslova & Holopainen, 2019).

Furthermore, Suslova & Holopainen (2019) summarize several points companies can apply to increase Gen Z job satisfaction. First, implementing flexible working time, which will help Gen Z have the independence to shape and evaluate their habits to work as much as possible and the freedom to take a break after heavy tasks can prevent burnout. Flexible work schedules can include the freedom to check in at the office or work-from-home practices. Second, supervisors and managers take on the role of parental functions and help gen Z employees not only in career matters but also in personal matters. Third, gen Z prefers short and broad presentation of information. Do not hesitate to duplicate tasks that include criteria for the effectiveness of results and deadlines through direct messages on social networks. Gen Z loses concentration quickly and may forget what was discussed a few minutes ago. Fourth, the community formed among co-workers brings co-workers together and has great potential for the company's business development. Gen Z, who feels comfortable with the relationships formed between co-workers, will stay to work in the company for a long period. Fifth and last, create a friendly atmosphere, lack of hierarchy, open communication, support from co-workers, and office area; according to gen Z, these things look like an ideal workplace. Companies need to revise their work organization and switch to a system that encourages people to make decisions independently.

4. Conclusion

Based on the theoretical review, work-life balance and job satisfaction influence employee performance for millennial and gen Z employees. Thus, companies that hire millennial and gen Z employees or will hold employee recruitment in the future need to consider implementing work-life balance and strategies that can increase employee job satisfaction to achieve maximum employee performance. It was also found that work-life balance has a significant effect on employee satisfaction, but in the literature review, literature sources for research on the effect of work-life balance on the performance of gen Z employees are still lacking, so further research needs to be conducted describe and proves that work-life balance has a significant effect on the performance of gen Z employees.

This research outlines the differences and similarities that millennial and gen z employees have. It can be concluded that gen Z has a more idealistic personality compared to millennials. This is reflected in the values that gen Z has to undergo meaningful work and follow their career choices. Companies need to pay attention to developing skills and learning of gen Z employees by providing training or motivation to continue formal education.

Compensations and benefits are still among the top priorities for millennials and gen Z, although it is not the most important for gen Z. Companies need to review whether the salary received follows the experience and contribution of employees' work and evaluate the compensation and incentive system.

Companies must consider the implementation of working time flexibility, utilization of leave without workload, and work-from-home systems. These strategies support the implementation of work-life balance and shape the job satisfaction of millennial and gen Z employees, which can improve employee performance. These strategies can be supported by an evaluation and feedback system from superiors.

A supportive work environment is also part of the factors that shape the job satisfaction of

millennial and gen Z employees, which can lead to improved performance. A friendly work environment consists of good relationships between superiors and employees and among co-workers. It can also be concluded that millennials and gen Z need emotional support; family and superiors desire this support at work. Companies can provide the understanding leadership training for company leaders to deliver the support that employees need because millennials and gen Z want leaders who are willing to listen and respond by providing feedback or solution as best as possible. The supervisor's concern leads to the formation of job satisfaction which can increase the productivity of millennial and gen Z employees.

In addition to the work environment, millennials and gen z also expect work opportunities for greater responsibility. Companies can achieve this by implementing a transparent promotion system and career path following the expectations of millennials and gen Z.

The millennial and gen Z generations will dominate the current and future workforce. Identifying and acknowledging the factors that can improve the performance of these generations is one of the keys to the company's success. The results of this study are expected to be taken into consideration, input and add insight into management in managing the work environment, especially for millennial and gen Z employees, to increase productivity and achieve the desired performance.

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6. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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