

ABSTRACT

This study aims to analyze the effect of work-life balance on organizational commitment among Generation Z employees in Semarang City, with job satisfaction serving as an intervening variable. The increasing concern of Generation Z regarding the balance between work and personal life has made work-life balance an important factor influencing employees' attitudes and behaviors within organizations.

This study employed a quantitative approach by distributing questionnaires through Google Forms to 120 respondents. After the data screening process, 116 valid responses were retained and analyzed. The population consisted of Generation Z employees working in Semarang City. A purposive sampling technique was applied, resulting in a total sample of 116 respondents. Data were collected through questionnaires and analyzed using IBM SPSS Statistics 25. The data analysis techniques included descriptive statistical analysis, validity testing, reliability testing, classical assumption testing, linear regression analysis, and mediation analysis.

The results indicate that work-life balance has a positive and significant effect on organizational commitment. Furthermore, work-life balance has a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant effect on organizational commitment. The mediation analysis reveals that job satisfaction significantly mediates the relationship between work-life balance and organizational commitment. These findings suggest that improving work-life balance can enhance organizational commitment both directly and indirectly through increased job satisfaction. This study implies that organizations should implement policies that support work-life balance and improve job satisfaction in order to strengthen the organizational commitment of Generation Z employees.

Keywords: *Work-life balance, Job satisfaction, Organizational commitment, Generation Z, Employees.*