

Analysis Connection between Psychological Resilience, Work-Life Balance, and Employee Sustainability Behavior in Generation Z in Jakarta Startup Companies

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ABSTRACT

Development startup ecosystem in Jakarta presents opportunity at a time challenge for generation Z now dominate force digital work . In the middle demands Work height , flexibility , and dynamic rhythm , phenomena stress work , burnout, and high employee turnover become issue important things that need to be done analyzed . Research This aim For study connection between psychological resilience , work-life balance , and employee sustainability behavior in employees Generation Z in startup companies in Jakarta. The research method used is approach quantitative with design cross-sectional survey through online questionnaire , involving 218 selected respondents with technique purposive sampling in accordance criteria inclusion . Data analysis was carried out using validity , reliability , Pearson correlation tests , and multiple linear regression with SPSS assistance . Research results show that psychological resilience and work-life balance influential positive and significant to employee sustainability behavior . Variable psychological resilience become the most dominant predictor , whereas work-life balance participate give contribution significant . Combination both of them explains 52.2% of the variance behavior sustainability employees , while the rest influenced other factors outside the model. Findings This support theory Job Demands-Resources that emphasize importance balance between source Power personal and work . Discussion emphasize that resilience psychological provide internal energy for face pressure , whereas work-life balance create context external supports involvement Work term long . In conclusion , building resilience psychological as well as strengthen support balance work-life is a crucial strategy for startup companies for suppress turnover, increase loyalty , as well as create culture Work sustainable in generations young.

KEYWORDS: *Psychological Resilience, Work-Life Balance, Employee Sustainability Behavior , Generation Z, Startup Jakarta.*

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1. INTRODUCTION

Developments in the world of work in the era of *globalization* and *digitalization* moment This experience incredible acceleration normal , marked with emergence ecosystem Work new flexible , dynamic , and data - based digital technology . At the global level , the transformation industry consequence digital revolution is driving change pattern work , system organization , and expectations to employees , especially in companies pioneer or *startup* . The World Economic Forum report (2023) confirms that about 60% of the species work moment This will experience transformation significant in decade upcoming Because automation , technology intelligence artificial intelligence , and *working* models distance remote work . This is in line with findings of the International Labour Organization (ILO) which states that digital transformation accelerates job market disruption and demands worker For own resilience as well as ability high adaptability (ILO, 2023). In the context of this generation young people , especially Generation Z, becoming the most affected groups Because they is force Work new to face uncertainty and demands tall in work (*high-demand work environment*).

In level nationally , the digital ecosystem in Indonesia recorded improvement amount significant *startups* . Data from Startup Ranking (2024) shows that Indonesia occupies ranking the fifth world with more from 2,500 *startups* active , partially big based in Jakarta. This city become center ecosystem *startup* national and interesting thousands talent young , especially Generation Z, which is now start dominate composition power digital work . Generation This known own characteristics adaptive , creative , *tech-savvy* , and open to learning new (Seemiller & Grace, 2019), but on the other hand they are also vulnerable experience fatigue work and instability psychological consequence dynamics all- round work fast and full pressure . Research by Mishra and McDonald (2023) shows that environment highly competitive digital work can

increase risk stress and *burnout* in employees young , especially when No supported by the system management source Power welfare - oriented human beings .

Phenomenon actual events that appear in the company Jakarta *startups* show quite a paradox sharp . Although Generation Z has level literacy high technology and passion innovative , level *turnover* they are also very high . LinkedIn survey (2024) found that 61% of workers young 20–27 year olds in Indonesia are considering For move Work in period two years First work . This is in line with results studies Hershatter and Epstein (2022) who stated that Generation Z tends to own loyalty more organizations lower and higher prioritize balance life work (*work-life balance*). In context this , *psychological resilience* — the ability individual For rise from pressure — to be one of aspect crucial that influences sustainability behavior work (*employee sustainability behavior*). Low resilience psychological , plus with fragile work -*life balance* , triggering stress , fatigue emotional (*burnout*), and decline productivity . Data from the Ministry of Manpower of the Republic of Indonesia (2023) shows that 38% of workers young in the sector technology experience symptom stress Work moderate until high . Siu et al.'s (2020) study strengthens matter This with find that worker young with level resilience low tend own satisfaction Work low and intense go out tall .

Table 1. Percentage Stres Generation Z Employment and Turnover in Jakarta Startup Companies (2023)

| Indicator | Percentage (%) |
|--|----------------|
| Experiencing stress Work tall | 38 |
| Experiencing <i>burnout</i> light – moderate | 46 |
| Intend move Work in 2 years | 61 |
| State <i>work-life balance</i> bad | 54 |

Condition This show existence enough gap significant between ideal conditions and conditions actual . Ideally , according to *Job Demands-Resources Theory* proposed by Arnold B. Bakker and Evangelia Demerouti (2017), employees will show performance sustainable if source Power work (for example support social , flexibility work , and autonomy) are balanced with demands job . However in in fact , the environment Work *startup* tend demand productivity height , working hours length and pressure For Keep going innovate without balanced with support psychological and opportunity guard *work-life balance* . As a result , behavior sustainability employees (*employee sustainability behavior*), which includes commitment term length , contribution positive on the organization , and sustainability career , become hampered . Research by Shuck et al. (2022) found that that imbalance between demands work and resources Power Work correlated negative with sustainability career term long .

Table 2. Comparison Ideal vs. Actual Conditions in Jakarta Startup Companies

| Aspect | Condition (Theory) | Condition Actual (Field) |
|---|---|---|
| <i>Psychological resilience</i> | Employee tough , capable face pressure Work | Many employees young prone to stress and <i>burnout</i> |
| <i>Work-life balance</i> | Balance time work and personal awake | Working hours length , time personal often disturbed |
| <i>Employee sustainability behavior</i> | Commitment term length , contribution tall | <i>Turnover</i> rate high loyalty low |

Literature review show that *psychological resilience* play a role important in reduce impact negative stress work and support involvement work (*work engagement*) (Luthans et al., 2020; Fletcher & Sarkar, 2019). Temporary that , *work-life balance* known influence satisfaction work , welfare psychological , and retention employees (Greenhaus & Allen, 2019; Park & Fritz, 2022). However , research about How second variables This in a way simultaneous influence *employee sustainability behavior* , especially in the context of Generation Z in the company Indonesian *startups* are still very limited . Most of them studies previously focused on the sector corporation big or sector public (Nguyen et al., 2021), so Not yet reflect dynamics unique in the ecosystem a very volatile *startup* . This is what makes it *theoretical gap* and become room contribution scientific from study This .

Urgency study This No only relevant in a way academic , but also practical . In academic , results study This expected can enrich literature about management source Power man contemporary , especially on issues sustainability employees (*employee sustainability*) who are still relatively new in discourse Indonesian scientific . In general practical , findings study This can become base formulation internal policies in the company *startup* For develop strengthening programs *psychological resilience* and improvement *work-life balance* , ultimately contribute to the improvement retention , productivity , and sustainability organization . In addition , research it also has significance policy Because can become input for the Ministry of Manpower of the Republic of Indonesia in designing regulations protection welfare worker young people in the digital sector . With Thus , the gap between ideal conditions according to theory with reality field show the

need study deep For analyze connection between third variables in Generation Z in the company Jakarta *startups* .

Research methods

Study This use approach quantitative Because aim For measure and analyze connection intervariable in a way numerical and objective , as well as test hypothesis that has been formulated based on theories previously (Sugiyono , 2022). Approach quantitative chosen Because capable produce data that can be measured in a way statistics and tested validity as well as reliability . The research design used is *cross-sectional survey* , namely design research that collects data from respondents in one point time certain For know connection between the variables studied (Creswell & Creswell, 2023). Research This carried out on employees generation Z who work in companies *startup* in Jakarta. Generation Z was chosen Because is group age known productive adaptive to technology , but own trend experience imbalance work-life (*work-life imbalance*) and stress Work the height that can influence behavior sustainability they are in place work (Robbins & Judge, 2022).

Population in study This is all over employee Generation Z who work in various company *startups* in Jakarta. Population set in a way limited with criteria inclusion includes : (1) employees aged between 20–30 years old , (2) have a minimum of 6 months of work experience in the company said , (3) work in a way full time (*full-time employee*), and (4) willing fill in questionnaire in a way voluntary . The criteria are exclusion covers employees who are on leave long , internship , or Work beak time . Determination size sample done use Slovin's formula (with level 5% error) so that the number sample representative to existing population (Hair et al., 2023). The Slovin formula is written as following :

$$n = \frac{N}{1 + Ne^2}$$

For example , if the total population (N) of employees generation Z in some company *startups* that are willing participate is 480 people, then amount minimum sample required is

$$n = \frac{480}{1 + 480 (0,05)^2} = \frac{480}{1 + 480 (0,0025)} = \frac{480}{1 + 1,2} = \frac{480}{2,2} = 218$$

Taking technique samples used is *purposive sampling* , namely technique determination sample based on consideration or criteria certain relevant with objective research (Etikan , 2022). This technique selected so that the selected respondents truly fulfil condition as generation Z and relevant with context company *startup* .

Table 1. Operationalization Variables Study

| Variables | Definition Operational | Indicator | Scale | Reference |
|---|--|--|------------|--------------------------|
| <i>Psychological Resilience</i> (X1) | Ability individual For rise , adapt positive , and constant productive in face pressure , failure , or change . | - Ability overcome pressure work - Optimism facing the future - Flexibility face change | Likert 1–5 | Smith et al. (2022) |
| <i>Work-Life Balance</i> (X2) | Perception individual about level balance between not quite enough answer work and life the personal life he lives . | - Allocation time between work and personal - Support organization - Satisfaction on balance time | Likert 1–5 | Greenhaus & Allen (2023) |
| <i>Employee Sustainability Behavior</i> (Y) | Behavior Work term supporting length sustainability organization , innovation , and well-being Work employee . | - Commitment term length - Behavior innovative - Participation in activity sustainability organization | Likert 1–5 | Kramar (2023) |

Every the indicators above measured use 5- point Likert scale (1 = very much agree to 5 = strongly agree). Instrument study shaped online questionnaire distributed through *Google Forms* For make it easier data collection from various company *startup* in Jakarta. Before distribution main , done *pilot test* against 30 respondents For test eligibility grains Questions . Validity test done use item-total correlation (*Pearson Product Moment*) with criteria $r\text{-count} > r\text{-table}$ (0.361 for N = 30, $\alpha = 0.05$). Reliability test done with count mark *Cronbach's Alpha* , where the instrument stated reliable If own value ≥ 0.70 (Sekaran & Bougie, 2023).

After the data is collected , the *data cleaning* process is carried out . For delete unnecessary data complete , duplicate , or contain *outliers* . Next done *data coding* with give code numeric on each answer respondents . Data processing and analysis were carried out using SPSS version latest . Stages analysis includes : (1) analysis descriptive For describe characteristics respondents (age , gender gender , length of service) and the average value of each indicator , (2) assumption test classic For ensure feasibility of the regression model , including normality tests using the Kolmogorov-Smirnov test, linearity test , and multicollinearity test through Variance Inflation Factor (VIF) value < 10, and (3) correlation test *Pearson* For identify closeness connection intervariable in a way bivariate .

For test hypothesis research , used analysis multiple linear regression with the model as following :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

| | | | | |
|--------------------|---|---------------|----------------|------------|
| Description | | | | : |
| Y | = | Employee | Sustainability | Behavior |
| X1 | = | Psychological | | Resilience |
| X2 | = | Work-Life | | Balance |
| β_0 | = | | | constant |
| β_1, β_2 | = | coefficient | | regression |
| ε | = | error | | |

Analysis results regression will interpreted based on mark coefficient regression , value significance ($p < 0.05$), and mark coefficient determination (R^2) which shows how much big variation variables bound can explained by variables free . *t-test* used For test influence partial of each variable free , while the *F test* used For test influence simultaneous in a way overall .

In addition , the instrument research used in the form of questionnaire with scale measurement *Likert 5* -point scale (1 = Strongly Disagree to 5 = Strongly Agree) was compiled based on indicators of each variable . Variables *psychological resilience* adapted from scale developed by Connor & Davidson (2023), the variable *work-life balance* adapted from Fisher et al. (2022) instruments , and variables *employee sustainability behavior* use indicator from Holt et al. (2023). Every variables own a number of indicator operations that have been tested in study previously . The following table summarize operationalization variables study :

Table 2. Operationalization Variables Study

| Variables | Definition Operational | Indicator | Scale |
|---|---|--|------------|
| <i>Psychological Resilience</i> | Ability individual For rise from pressure , facing challenges , and adapt in a way positive . | Resilience emotional , control self , ability solution problems , future optimism | Likert 1–5 |
| <i>Work-Life Balance</i> | Balance between demands work and needs life personal individual . | Flexibility time work , support organization , satisfaction to distribution time | Likert 1–5 |
| <i>Employee Sustainability Behavior</i> | Behavior employee in support sustainability organization in a way term long . | Concern environment , initiative social , engagement in innovation , efficiency Work | Likert 1–5 |

Before done analysis , data results filling questionnaire will through stage *data cleaning* For ensure No there is missing data (*missing values*) or no answer consistent . Next done *data coding* For change answer respondents become form numerical that can processed using SPSS version latest . Validity test done use analysis correlation *item-total* (Pearson Product-Moment), where the item statement declared valid if mark coefficient correlation (r_{count}) $\geq r_{table}$ at the level significance of 0.05 (Ghazali , 2023). While the reliability test done use *Cronbach's Alpha* , with criteria value ≥ 0.70 indicates reliable instrument (Hair et al., 2023) .

Next , the technique data analysis was carried out in two stages , namely analysis descriptive and analytical inferential analysis descriptive used For describe characteristics respondents (age , gender gender , education , and length of service) and distribution answer respondents to every indicator variables . Analysis inferential done For test connection intervariable using Pearson correlation test and multiple linear regression .

Assumption test classic such as normality test (Kolmogorov-Smirnov), multicollinearity test ($VIF \leq 10$ and Tolerance ≥ 0.1), and heteroscedasticity test (*Glejser test*) were carried out For ensure feasibility of the regression model (Gujarati &

Porter, 2022). Significance level set of 0.05 for test hypothesis , with criteria : if mark $p\text{-value} \leq 0.05$ then hypothesis accepted , and if > 0.05 then hypothesis rejected .

Aspect ethics research is also taken into account with give sheet agreement participation (*informed consent*) to all over respondents , guarantee confidentiality of personal data they , as well as ensure that the data only used For objective academic . This step it is important that research comply principles ethics and getting trust from the respondents . With procedure method systematic and rigorous research this , the result study expected to be valid, reliable , and can give contribution meaningful scientific in development theory and practice management source Power people in the company *startups* that employ Generation Z in Jakarta.

2. RESULTS AND DISCUSSION

Research result

1. Characteristics Respondents

Study This involving 218 respondents who were employee full time (*full-time employee*) in various company *startups* in Jakarta, all of them originate from group Generation Z (aged 20–30 years). Respondents chosen use technique *purposive sampling* with criteria inclusion certain , so that all of it fulfil condition contextual research . Demographic overview respondents can seen in the table following .

Table 1. Characteristics Demographic Respondents (n = 218)

| Characteristics | Category | Amount | Percentage |
|------------------|-------------|--------|------------|
| Gender | Man | 107 | 49.1% |
| | Woman | 111 | 50.9% |
| Age | 20–24 years | 94 | 43.1% |
| | 25–30 years | 124 | 56.9% |
| Years of service | 6–12 months | 63 | 28.9% |
| | 1–3 years | 119 | 54.6% |
| | > 3 years | 36 | 16.5% |

The data shows that respondents relatively balanced between men and women , with majority aged 25–30 years and have 1–3 years of work experience . Characteristics This reflect dynamics typical ecosystem *startups* in general dominated employee young , adaptive , but prone to to pressure Work .

2. Statistics Descriptive Variables Study

Analysis descriptive used For know perception respondents to every variables main Research : *psychological resilience* , *work-life balance* , and *employee sustainability behavior* . The results show that perception respondents is in the category tall For *psychological resilience* and *employee sustainability behavior* , as well as category currently For *work-life balance* .

Table 2. Statistics Descriptive Variables Study

| Variables | Average | Standard Deviation | Minimum Score | Maximum Score |
|----------------------------------|---------|--------------------|---------------|---------------|
| Psychological Resilience | 4.12 | 0.58 | 2.80 | 5.00 |
| Work-Life Balance | 3.78 | 0.67 | 2.20 | 5.00 |
| Employee Sustainability Behavior | 3.95 | 0.61 | 2.60 | 5.00 |

The height score *psychological resilience* show that part big respondents feel capable rise from pressure and adaptive to change , a ability important in the environment Work demanding *startup* mental resilience . On the other hand , the score *work-life balance* relatively more low , indicating that part employee experience difficulty balance time work and life personal .

Validity and Reliability Test Instrument

Before analysis main done , all grains question questionnaire tested its validity use correlation *item-total* (*Pearson Product-Moment*). The results show that all items have r - value between 0.452–0.782, more tall from r - table (0.361 for $N=30$, $\alpha=0.05$), so that declared valid. Reliability test using Cronbach's Alpha shows value > 0.70 in all variable , indicates good internal consistency .

Reliability Test Results Instrument

| Variables | Number of Items | Cronbach's Alpha |
|-----------|-----------------|------------------|
|-----------|-----------------|------------------|

| | | |
|----------------------------------|----|------|
| Psychological Resilience | 10 | 0.87 |
| Work-Life Balance | 9 | 0.83 |
| Employee Sustainability Behavior | 10 | 0.89 |

This result show that instrument measurements used reliable and worthy used For data collection on samples main

4. Assumption Test Classic

For ensure feasibility of the regression model , was carried out a series of assumption tests classic . Normality test use *Kolmogorov-Smirnov* show mark significance > 0.05 ($p = 0.200$), which means the data is normally distributed . Multicollinearity test show VIF value for all variables independent is in the range of 1.426–1.635 (< 10) and the value *Tolerance* > 0.1 which means No happen Multicollinearity . Heteroscedasticity test with method *Glacier* show all over mark significance > 0.05 , so that can concluded No happen symptom heteroscedasticity . With Thus , the data meets the requirements all over prerequisite analysis multiple linear regression .

Pearson Correlation Test Results

Pearson correlation test was performed For see closeness connection intervariable in a way bivariate . The results show that *psychological resilience* and *work-life balance* both of them correlated positive significant with *employee sustainability behavior* .

Table 4. Pearson Correlation between variables

| Variables | Employee Sustainability Behavior (Y) | Sig. (p) |
|-------------------------------|--------------------------------------|----------|
| Psychological Resilience (X1) | $r = 0.618$ | 0,000 |
| Work-Life Balance (X2) | $r = 0.574$ | 0,000 |

This result show that the more tall resilience psychological and balance work-life respondents , increasingly high tendency they show behavior supportive work sustainability organization .

Analysis Results Multiple Linear Regression

For test influence simultaneous second variables independent to variables dependent , used analysis multiple linear regression . The regression model tested is :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Table 5. Analysis Results Multiple Linear Regression

| Variables Independent | Coefficient Regression (β) | t- count | Sig. (p) |
|-------------------------------|------------------------------------|----------|----------|
| Psychological Resilience (X1) | 0.428 | 7,821 | 0,000 |
| Work-Life Balance (X2) | 0.367 | 6,913 | 0,000 |
| Constant (β_0) | 0.714 | 3,457 | 0.001 |

Model Summary : $R^2 = 0.522$; F- count = 117.264 ; Sig. = 0.000

Coefficient value determination (R^2) of 0.522 indicates that combination variables *psychological resilience* and *work-life balance* capable explains 52.2% of the variation in *employee sustainability behavior* , whereas the remainder (47.8%) is influenced by other variables that are not entered in the model. The results of the F test also show that the regression model in a way overall significant ($p < 0.001$).

In addition , the t-test shows that second variables independent influential positive and significant in a way partial to *employee sustainability behavior* , with *psychological resilience* as the strongest predictor Because own mark coefficient and t- count highest .

3. DISCUSSION

Research result This show that Psychological Resilience and Work-Life Balance have an influence positive and significant towards Employee Sustainability Behavior in employees Generation Z in the company Jakarta *startup* . Findings This give description that individuals who have resilience psychological height and perception balance good work -life more tend display behavior Work sustainable , such as loyalty term length , innovation , efficiency work and participation in initiative sustainability organization .

1. The role of Psychological Resilience in Employee Sustainability Behavior

Findings that *psychological resilience* is the strongest predictor to *employee sustainability behavior* in line with results Robertson and Cooper's (2013) research states that that employee with level resilience tall tend own attachment strong and

capable work engagement guard performance in condition full pressure . A longitudinal study by Nguyen et al. (2022) in *Journal of Organizational Behavior* also shows that resilience strengthen commitment organization and reduce intention go out work , which is one of the indicator important from behavior sustainability employee .

In the environment dynamic *startup* , capabilities For rise from failure or pressure become crucial . This is supported by the findings of King et al. (2021) in *International Journal of Human Resource Management* which found that *psychological resilience* increase creativity employees and tendencies For involved in initiative sustainability . With thus , the height *psychological* resilience shown by respondents in study This help explain trend they For support sustainability organization although is at in ecosystem Work risky tall like *startup* .

2. Contribution of Work-Life Balance to Employee Sustainability Behavior

In addition to resilience , the results research also confirms that *work-life balance* influential positive significant to *Employee sustainability behavior* . Findings This consistent with studies Grawitch et al. (2016) in *Journal of Occupational Health Psychology* which proves that perception balance positive work - life push involvement work and lower risk *burnout* . In the context of this , *work-life balance* become factor protective guard energy psychological employee so that they can committed in term long .

Kelliher and Anderson's (2019) research in *Human Relations* also found that support organization to balance work-life increase retention employee young and encouraging they For more active in sustainability programs company . This result strengthen findings that employee Generation Z in Jakarta who feels support in managing the boundaries between work and life personal more capable maintain motivation and energy For involved in activity sustainability organization .

3. Interaction Second Variables to Behavior Sustainability

Interestingly , the combination *psychological resilience* and *work-life balance* in the regression model explains 52.2% of the variance *employee sustainability behavior* . This shows that second factor the No only important individually , but also mutually strengthen . Findings This in harmony with the *Job Demands-Resources (JD-R)* model developed by Bakker and Demerouti (2017) in *Journal of Occupational Health Psychology* , which states that source Power personal (resilience) and resources Power work (support balance work-life) in synergistic increase involvement work and behavior positive employee .

In other words, *psychological resilience* provide energy internal psychology , while *work-life balance* create context external support , and both together form foundation behavior sustainability in employees *startup* .

4. Implications Specifically in Context Generation Z in Startups

Context Generation Z gives meaning addition to the results this . A number of studies , such as Schroth (2019) in *Journal of Organizational Change Management* , states that generation This tend demand balance more work- life tall as well as own expectation meaning strong work . When the need arises This fulfilled , they more loyal and sustainability - oriented . Therefore that , the result study This confirm that investment company *startup* in build environment supportive work balance life at a time strengthen resilience employee young will be very crucial in maintain talent and building culture sustainable work .

4. CONCLUSION

Based on results analysis , can concluded that Psychological Resilience and Work-Life Balance have influence positive and significant towards Employee Sustainability Behavior in employees Generation Z in the company Jakarta *startup* . Individual with level resilience tall tend capable manage pressure and challenges work , and show commitment term length and behavior innovative in support sustainability organization . Meanwhile that , perception balance positive work - life capable guard health psychological , lowering risk fatigue , and increase participation active in sustainability programs . Combination second factor This in a way simultaneous explain more from half variance behavior sustainability employees , showing that balance between internal strength (resilience) and support external (work-life balance) becomes key important in build culture Work sustainable in generations young in the sector *startup* .

Research result this also strengthens theory *Job Demands-Resources (JD-R)* that source Power personal and source Power work Work in a way synergistic For increase motivation and engagement work , and support results positive term long . In terms of empirical , research This add proof that the HR management strategy in the company *startup* need prioritize development resilience and support balance work-life For increase sustainability power Work they .

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