

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *work life balance* dan *flexible working arrangement* terhadap kepuasan kerja dengan *employee engagement* dan *employee resilience* sebagai variabel moderasi pada pekerja Generasi Z di Kota Bandung. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan kuesioner yang didistribusikan kepada responden yang termasuk dalam kelompok Generasi Z dan telah bekerja minimal enam bulan di Kota Bandung. Analisis data dilakukan menggunakan *Partial Least Square-Structural Equation Modeling* (PLS-SEM).

Hasil penelitian menunjukkan bahwa *work life balance* dan *flexible working arrangement* terbukti berpengaruh terhadap kepuasan kerja. Selanjutnya, *employee engagement* terbukti memoderasi hubungan antara *work life balance* dan kepuasan kerja serta hubungan antara *flexible working arrangement* dan kepuasan kerja. *Employee engagement* memperlemah pengaruh *work life balance* terhadap kepuasan kerja, namun memperkuat pengaruh *flexible working arrangement* terhadap kepuasan kerja. Sementara itu, *employee resilience* tidak terbukti memoderasi hubungan antara *work life balance* maupun *flexible working arrangement* terhadap kepuasan kerja. Temuan penelitian ini memberikan implikasi praktis bahwa perusahaan perlu memperhatikan kebijakan keseimbangan kerja-hidup dan fleksibilitas kerja, serta mendorong keterlibatan dan resiliensi karyawan, khususnya Generasi Z, untuk meningkatkan kepuasan kerja dan retensi tenaga kerja.

Kata Kunci: *Employee Engagement, Employee Resilience, Flexible Working Arrangements, Job Satisfaction, Work-Life Balance*

ABSTRACT

This study aims to analyze the effect of work-life balance and flexible working arrangements on job satisfaction, with employee engagement and employee resilience as moderating variables among Generation Z workers in Bandung. A quantitative research method was employed by distributing questionnaires to respondents who belong to Generation Z and have worked for at least six months in Bandung. Data were analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM).

The results show that work-life balance and flexible working arrangements have a significant effect on job satisfaction. Furthermore, employee engagement is proven to moderate the relationship between work-life balance and job satisfaction as well as the relationship between flexible working arrangements and job satisfaction. Employee engagement weakens the effect of work-life balance on job satisfaction, but strengthens the effect of flexible working arrangements on job satisfaction. Meanwhile, employee resilience is not proven to moderate the relationship between either work-life balance or flexible working arrangements and job satisfaction. These findings provide practical implications for organizations to design responsive policies that support work-life balance and flexible working systems, while fostering employee engagement and resilience, particularly among Generation Z, in order to improve job satisfaction and talent retention.

Keyword: *Employee Engagement, Employee Resilience, Flexible Working Arrangements, Job Satisfaction, Work-Life Balance*