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The Effect of Work-Life Balance, Remuneration, and Job Satisfaction on the Performance of Generation Z Employees at Northstar Asia

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ABSTRACT

Purpose. This study aims to analyze the effect of work-life balance, remuneration, and job satisfaction on the performance of Generation Z employees at Northstar Asia. In the current digital work environment, Generation Z employees have distinct expectations regarding flexibility, fair compensation, and meaningful work experiences. These expectations influence how they perceive their work and ultimately affect their performance. Therefore, understanding the relationship between work-life balance, remuneration, job satisfaction, and employee performance is important for organizations seeking to improve productivity and retain young talent.

Materials and methods. This study used a quantitative explanatory approach. The population consisted of all Generation Z employees working at Northstar Asia, totaling 50 employees. Because the population size was relatively small, the study applied a saturated sampling technique, meaning that all members of the population were used as respondents. Data were collected through questionnaires, interviews, documentation, and observation. The questionnaire used a five-point Likert scale. Instrument testing induded validity and reliability tests, while data analysis used dassical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination analysis with the help of SPSS.

Results. The results indicate that work-life balance has a positive and significant effect on employee performance, with a regression coefficient of 0.301 and a significance value of 0.012. Remuneration also has a positive and significant effect on employee performance, with a regression coefficient of 0.248 and a significance value of 0.025. Job satisfaction has a positive and significant effect on employee performance, with a regression coefficient of 0.364 and a significance value of 0.002. Simultaneously, work-life balance, remuneration, and job satisfaction significantly affect employee performance, with an F-value of 26.483 and a significance value of 0.000. The coefficient of determination shows an R Square value of 0.634 and an Adjusted R Square value of 0.610, indicating that 61.0% of employee performance can be explained by the three independent variables.

Conclusions. This study confirms that work-life balance, remuneration, and job satisfaction each have a positive and significant influence on the performance of Generation Z employees at Northstar Asia. Among the three variables, job satisfaction shows the strongest effect. These findings suggest that improving employee performance among Generation Z requires a balanced human resource strategy that supports personal-work balance, applies fair remuneration, and creates a satisfying work environment.

Keywords: work-life balance; remuneration; job satisfaction; employee performance; Generation Z

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INTRODUCTION

The transformation of the workplace in the digital era and society 5.0 has changed the characteristics, expectations, and behavior of employees. One of the most significant changes is the increasing presence of Generation Z in the workforce. Generation Z, commonly defined as individuals born between the late 1990s and early 2010s, is known for being highly familiar with technology, valuing flexibility, and placing strong emphasis on personal well-being and work-life

balance. Unlike previous generations, they tend to view work not only as a source of income but also as a medium for self-development, meaning, and psychological well-being (Faruk, 2025).

These changes create new challenges for companies in managing employee performance. Employee performance remains a critical determinant of organizational success because it reflects the extent to which employees complete their tasks effectively and contribute to company goals. However, employee performance does not emerge independently (Aisy & others, 2025). It is influenced by multiple factors, including personal conditions, organizational policies, and psychological perceptions toward work. In the case of Generation Z, these determinants may differ from those found in older generations because of their distinct values and work expectations.

One of the important factors affecting employee performance is work-life balance. For Generation Z, work-life balance is not merely an additional facility but an essential part of their professional expectations. Employees who are able to balance their work demands with personal and social life are more likely to remain focused, motivated, and emotionally stable at work (Soleha & Wulandari, 2025). On the contrary, imbalance between work and personal life may lead to stress, fatigue, and decreased productivity. This makes work-life balance highly relevant in understanding the performance of young employees in modern workplaces.

Another important factor is remuneration. Remuneration refers to the total rewards received by employees in exchange for their contributions, including salary, incentives, benefits, and other forms of compensation. In the case of Generation Z, remuneration is viewed not only as a financial necessity but also as a symbol of fairness, recognition, and appreciation (Gombo & others, 2025). A transparent and just remuneration system can increase employees' motivation, satisfaction, and willingness to perform better. Since Generation Z tends to have wide access to information about salary standards and career opportunities, they are generally more critical and selective when evaluating compensation systems.

In addition to work-life balance and remuneration, job satisfaction also plays a vital role in determining employee performance. Job satisfaction reflects employees' overall feelings toward their work, including satisfaction with the job itself, supervisors, colleagues, rewards, and the work environment (Fitri & others, 2025). Employees who are satisfied with their jobs are more likely to show commitment, enthusiasm, and a positive attitude toward their tasks. In this study, Northstar Asia was selected as the research site because it employs a considerable number of Generation Z workers and operates in a digital financial service environment that requires high levels of responsiveness, productivity, and adaptability. Therefore, this study aims to examine the effect of work-life balance, remuneration, and job satisfaction on the performance of Generation Z employees at Northstar Asia.

METHOD

This study employed a quantitative research design with an explanatory approach. The objective was to examine the causal relationship between work-life balance, remuneration, job satisfaction, and employee performance among Generation Z employees at Northstar Asia. The company is located in Tunas Bizpark Industrial Area, Batam City, and operates in the field of digital financial services, particularly online lending services. The research was conducted from November 2025 to January 2026.

The population in this study consisted of all Generation Z employees at Northstar Asia, totaling 50 employees. Since the population was relatively small and accessible, the study applied a saturated sampling technique, meaning that all members of the population were included as respondents (Babbie, 2024). This approach ensured that the data fully represented the actual condition of Generation Z employees in the company.

The independent variables in this study were work-life balance (X1), remuneration (X2), and job satisfaction (X3), while the dependent variable was employee performance (Y). Work-life balance was measured using indicators such as time balance between work and personal life, balance between work and family demands, time availability for social and personal activities, and the ability to manage work-related stress. Remuneration was measured through indicators related to compensation suitability, support for satisfaction, and effectiveness in encouraging performance. Job satisfaction

was measured through satisfaction with the job itself, supervisors, coworkers, and reward systems. Employee performance was measured through work quality, work quantity, timeliness, and teamwork ability. All items were assessed using a five-point Likert scale (Creswell, 2023).

Data collection techniques included questionnaires, interviews, observation, and literature study (Flick, 2023). Instrument testing showed that all questionnaire items were valid because each item's correlation coefficient exceeded the r-table value of 0.279. All variables were also reliable, with Cronbach's Alpha values above 0.60, namely 0.864 for work-life balance, 0.851 for remuneration, 0.872 for job satisfaction, and 0.879 for employee performance.

Before conducting regression analysis, classical assumption tests were performed. The normality test showed an Asymp. Sig. value of 0.200, indicating normal distribution of residuals (Neuman, 2022). The multicollinearity test showed tolerance values above 0.10 and VIF values below 10, indicating no multicollinearity problem. The heteroscedasticity test also showed significance values above 0.05 for all variables, indicating no heteroscedasticity (Schutt, 2021). The hypotheses were then tested using multiple linear regression, t-test, F-test, and coefficient of determination analysis through SPSS.

FINDING AND DISCUSSION

Descriptive Overview

The respondents in this study were 50 Generation Z employees at Northstar Asia. Most respondents were female, accounting for 56.0%, while male respondents accounted for 44.0%. In terms of age, the majority were between 21 and 23 years old, followed by those aged 24 to 26 years. From an educational perspective, most respondents held a bachelor's degree, and from a work tenure perspective, most had worked for one to two years (Bryman, 2021). These characteristics indicate that the respondents were relatively young, educated, and in the early stages of their professional careers, which is highly relevant to the context of this study.

The descriptive statistics also show that the mean scores for work-life balance, remuneration, job satisfaction, and employee performance were generally in the moderate to good category. Work-life balance had a mean score of 28.44, remuneration 27.86, job satisfaction 28.92, and employee performance 30.36. These scores suggest that the respondents generally perceived these variables positively, although some variation still existed among employees.

Multiple Linear Regression

The results of multiple linear regression produced the following equation:

$$Y = 6.214 + 0.301X1 + 0.248X2 + 0.364X3 + e$$

This equation shows that all independent variables have positive regression coefficients. This means that increases in work-life balance, remuneration, and job satisfaction are associated with increases in employee performance. Among the three variables, job satisfaction has the highest coefficient, indicating that it is the strongest predictor in the model.

Partial Effect Analysis (t-Test)

To determine the individual effect of each independent variable on employee performance, a partial significance test (t-test) was conducted using multiple linear regression analysis. The t-test was used to examine whether work-life balance, remuneration, and job satisfaction each had a significant effect on the performance of Generation Z employees when the other variables were held constant (Kaur et al., 2025). In this study, work-life balance (X1), remuneration (X2), and job satisfaction (X3) were the independent variables, while employee performance (Y) was the dependent variable. The significance level applied in this study was 0.05. The results of the partial regression analysis are presented in Table1.

Table 1. Partial Regression Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
Constant	6.214	2.945	–	2.110	0.040
Work-Life Balance (X1)	0.301	0.115	0.309	2.617	0.012

Remuneration (X2)	0.248	0.107	0.272	2.318	0.025
Job Satisfaction (X3)	0.364	0.112	0.389	3.250	0.002

Dependent Variable: Employee Performance (Y)
Source: Processed SPSS Data, 2026

Based on Table 1, the results indicate that work-life balance has a positive and statistically significant effect on employee performance. The regression coefficient for work-life balance is 0.301 with a significance value of 0.012, which is lower than the significance threshold of 0.05. This finding indicates that a better balance between work demands and personal life contributes to higher employee performance. Generation Z employees who are able to manage their professional and personal responsibilities more effectively tend to perform their tasks with greater focus and stability (Stefanović et al., 2025).

The results also show that remuneration has a positive and statistically significant effect on employee performance. The regression coefficient for remuneration is 0.248 with a significance value of 0.025, which is below 0.05. This result suggests that fair and appropriate remuneration contributes to better employee performance. Employees are more likely to work productively when they perceive that the rewards provided by the company are aligned with their workload and contribution (Onikoyi et al., 2025).

Furthermore, job satisfaction shows a positive and statistically significant effect on employee performance. The regression coefficient for job satisfaction is 0.364 with a significance value of 0.002, which is lower than the significance level of 0.05. This indicates that employees who are more satisfied with their jobs tend to demonstrate higher levels of performance (Faber, 2025). Among the three independent variables, job satisfaction has the strongest standardized coefficient, indicating that it is the most dominant factor affecting employee performance in this study.

Overall, the t-test results indicate that work-life balance, remuneration, and job satisfaction each significantly influence the performance of Generation Z employees at Northstar Asia. These findings confirm that employee performance is shaped by both organizational and psychological factors.

Simultaneous Effect Analysis (F-Test)

After examining the partial influence of each independent variable, the next step was to analyze the simultaneous effect of work-life balance, remuneration, and job satisfaction on employee performance. The simultaneous significance test (F-test) was used to determine whether all independent variables collectively influence the dependent variable in the regression model (Liana & Hartono, 2024). This test also evaluates whether the model is statistically suitable for explaining the variation in employee performance. The significance level used in this study was 0.05. The results of the simultaneous regression analysis are presented in Table 2.

Table 2. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1824.536	3	608.179	26.483	0.000
Residual	1056.144	46	22.960		
Total	2880.680	49			

Dependent Variable: Employee Performance (Y)
Source: Processed SPSS Data, 2026

Based on Table 2, the regression model produces an F-value of 26.483 with a significance level of 0.000, which is lower than the significance threshold of 0.05. This result indicates that work-life balance, remuneration, and job satisfaction simultaneously have a significant effect on employee performance. Therefore, the regression model used in this study is statistically valid and capable of explaining employee performance at Northstar Asia.

The significant result of the F-test also demonstrates that employee performance is influenced by the combined role of several factors rather than by one factor alone. Work-life balance supports

employees' emotional stability, remuneration creates motivation through fair rewards, and job satisfaction strengthens employees' positive feelings toward their work. Together, these variables form an important model for understanding how Generation Z employees perform in the workplace (Wibowo et al., 2024).

From a managerial perspective, the result suggests that improving employee performance requires an integrated human resource strategy. The company should not focus only on compensation or only on work-life policies, but should also ensure that employees feel satisfied with their jobs. When these factors are improved simultaneously, employee productivity and consistency of performance are more likely to increase (Hossain & others, 2024).

Overall, the F-test confirms that work-life balance, remuneration, and job satisfaction collectively form an important explanatory model for understanding the performance of Generation Z employees at Northstar Asia.

Coefficient of Determination (R^2)

After examining the simultaneous effect of the independent variables, the next step was to evaluate the explanatory power of the regression model using the coefficient of determination (R^2). This analysis was conducted to measure the extent to which work-life balance, remuneration, and job satisfaction collectively explain variations in employee performance (Ghufron, 2023). The results of the model summary are presented in Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.796	0.634	0.610	4.791

Predictors: (Constant), Work-Life Balance, Remuneration, Job Satisfaction
Dependent Variable: Employee Performance
Source: Processed SPSS Data, 2026

Based on Table 3, the regression model produces an R value of 0.796, which indicates a strong relationship between the independent variables and employee performance. This means that work-life balance, remuneration, and job satisfaction together are strongly associated with the performance of Generation Z employees at Northstar Asia.

The R Square value of 0.634 indicates that 63.4% of the variation in employee performance can be explained by work-life balance, remuneration, and job satisfaction. Meanwhile, the remaining 36.6% may be influenced by other variables not included in this study, such as leadership style, organizational culture, motivation, work environment, or career development opportunities. The Adjusted R Square value of 0.610 further indicates that the regression model remains sufficiently stable after adjustment for the number of independent variables used in the study (Wardhani & Anggraini, 2023).

Overall, the coefficient of determination confirms that work-life balance, remuneration, and job satisfaction together provide a relatively strong explanation of employee performance. These findings highlight that employee performance among Generation Z is shaped not only by compensation or work structure, but also by employees' psychological response to their work environment.

Discussion

Hypothesis 1: The Effect of Work-Life Balance on Employee Performance

The results of this study indicate that work-life balance has a positive and significant effect on the performance of Generation Z employees at Northstar Asia. This finding shows that employees who are able to maintain a more balanced relationship between their work responsibilities and personal life tend to demonstrate better performance in the workplace. In the context of Generation Z, this result is especially relevant because this generation generally values flexibility, personal well-being, and the ability to live a balanced life alongside professional achievement (Asari, 2022).

The positive relationship between work-life balance and employee performance can be understood through the daily experiences of employees in a digital work environment. When employees feel that their work does not excessively interfere with their personal life, they are more likely to remain emotionally stable, mentally focused, and physically prepared to complete their responsibilities (Nugraha & Suriani, 2026). A healthier balance also reduces the risk of stress accumulation, emotional exhaustion, and burnout, which are factors that can weaken performance over time. In this sense, work-life balance serves not only as a welfare issue but also as a productivity-related factor (Ruktipriangga et al., 2022).

This finding is particularly meaningful for Generation Z employees because their orientation toward work is often different from that of previous generations. They tend to place greater emphasis on flexibility, meaningful work, and psychological health. As reflected in the background of this study, Generation Z does not see work solely as a source of income, but also as a part of life that should not eliminate time for family, social interaction, hobbies, and self-development (Putra & Abadi, 2022). Therefore, when work-life balance is maintained, employees are more likely to see their job in a positive way and respond with stronger commitment and better performance.

From a managerial point of view, this result suggests that companies should treat work-life balance as a strategic consideration in human resource management (Nugraha et al., 2026). A workplace that respects personal time, manages workload more fairly, and allows employees to recover from pressure will likely benefit from better employee output. In a company like Northstar Asia, which operates in a fast-paced digital financial service environment, employees face demands for responsiveness and consistency (Waworuntu & others, 2022). If those demands are not balanced with reasonable working conditions, performance may decline despite employees' technical ability.

Overall, the effect of work-life balance found in this study confirms that employee performance among Generation Z is strongly connected to how well employees can harmonize their work and personal lives. A balanced work condition allows employees to maintain concentration, motivation, and emotional resilience (Nugraha et al., 2025). This means that policies or practices aimed at improving employee performance should not focus only on supervision and targets, but also on creating a work structure that enables employees to function well as workers and as individuals.

Hypothesis 2: The Effect of Remuneration on Employee Performance

The findings of this study show that remuneration has a positive and significant effect on the performance of Generation Z employees at Northstar Asia. This result means that when employees perceive the remuneration system as fair, appropriate, and aligned with their effort, they are more likely to perform well. Remuneration in this sense is not limited to salary, but includes the broader system of rewards that reflects the value the company places on employee contributions (Silaen et al., 2021).

The positive effect of remuneration on performance can be explained by the motivational role of compensation in the workplace. Employees who believe that their financial and non-financial rewards are proportional to their workload and output are more likely to feel appreciated (Nugraha, Wulandari, et al., 2024). This appreciation can strengthen work motivation, increase responsibility, and encourage employees to achieve better performance (Widhiastuti & others, 2019). On the contrary, when remuneration is perceived as inadequate or unfair, employees may feel dissatisfied, less motivated, and less willing to exert their best effort.

This result is especially relevant for Generation Z because this generation is known to be more critical and informed about compensation systems. With access to digital information and greater exposure to labor market comparisons, Generation Z employees tend to evaluate remuneration not only based on nominal value but also based on transparency, fairness, and its relationship to performance (Mabaso & Dlamini, 2017). They are more likely to respond positively when they see that the organization rewards contribution in a clear and just manner. Therefore, remuneration becomes an important organizational signal that influences how employees assess their value within the company.

The finding also supports the idea that remuneration functions as more than a financial tool. It can shape employees' trust in the organization and influence their willingness to stay engaged in

their roles. In the case of Northstar Asia, where performance is important in supporting digital financial service operations, the company depends on employees who are motivated and ready to deliver reliable work outcomes (Faruk, 2025). A remuneration system that is seen as fair and motivating can help strengthen that readiness by encouraging a more positive work attitude among employees (Nugraha, Septiani, et al., 2024).

In general, the effect of remuneration found in this study confirms that employee performance is partly shaped by how employees interpret the rewards they receive. Remuneration is not simply an administrative matter, but a strategic factor that affects motivation, perceived fairness, and behavioral response (Aisy & others, 2025). For Generation Z employees, who are generally more attentive to reward systems and opportunities, the company's approach to remuneration can significantly influence whether they work with enthusiasm, commitment, and consistent performance.

Hypothesis 3: The Effect of Job Satisfaction on Employee Performance

The results of this study indicate that job satisfaction has a positive and significant effect on the performance of Generation Z employees at Northstar Asia. Among the three independent variables tested, job satisfaction shows the strongest effect on employee performance. This result suggests that the way employees feel about their work has a major role in determining how well they perform (Soleha & Wulandari, 2025). Employees who are satisfied with their work tend to be more willing to contribute positively, maintain consistency, and show greater dedication in carrying out their tasks.

Job satisfaction reflects employees' overall evaluation of their work experience. In this study, it includes satisfaction with the job itself, satisfaction with supervisors, relationships with coworkers, and satisfaction with reward systems and facilities (Gombo & others, 2025). When employees experience positive conditions across these dimensions, they are more likely to develop a favorable attitude toward their work (Nugraha, 2024). This positive attitude often appears in the form of stronger engagement, lower resistance to work demands, and a greater willingness to fulfill responsibilities in a productive manner.

The strong effect of job satisfaction is especially important in understanding Generation Z employees. This generation often expects more than routine employment and financial income. They are likely to value meaningful work, supportive relationships, fair treatment, and a work environment that allows personal growth (Fitri & others, 2025). Because of that, satisfaction becomes a powerful psychological driver of performance. When Generation Z employees feel that their work environment supports them and that their contribution is meaningful, they are more likely to work with stronger enthusiasm and commitment.

This result also implies that employee performance cannot be separated from employees' emotional and psychological connection to their work. Even when employees have adequate work-life balance and acceptable remuneration, performance may still depend heavily on whether they feel satisfied overall (Nugraha, Zakaria, et al., 2024). A dissatisfied employee may technically remain present and complete tasks, but the quality of effort, initiative, and consistency may be lower (Kaur et al., 2025). In contrast, satisfied employees often show a more constructive work attitude that supports not only individual performance but also team effectiveness.

Overall, the strong influence of job satisfaction found in this study confirms that employee performance among Generation Z is deeply related to the quality of their work experience (Stefanović et al., 2025). Job satisfaction acts as an internal force that shapes motivation, emotional attachment, and work behavior. For Northstar Asia, this means that improving performance should involve creating a work environment in which employees feel respected, supported, and content with their roles. When that condition is achieved, employee performance is more likely to improve in a sustainable way.

Hypothesis 4: The Simultaneous Effect of Work-Life Balance, Remuneration, and Job Satisfaction on Employee Performance

The simultaneous analysis shows that work-life balance, remuneration, and job satisfaction collectively have a positive and significant effect on the performance of Generation Z employees at

Northstar Asia. This result indicates that employee performance is not formed by a single factor alone, but by the interaction of several important dimensions of work experience (Onikoyi et al., 2025). Each variable contributes in a different way, and together they provide a meaningful explanation of how employee performance is shaped within the company.

This finding confirms that employee performance is multidimensional. Work-life balance supports emotional and personal stability, remuneration strengthens perceived fairness and motivation, and job satisfaction reflects employees' psychological acceptance of their work conditions. These factors do not operate independently in real work situations (Nugraha & Suriani, 2024). Instead, they interact and reinforce one another. Employees who feel balanced, fairly rewarded, and satisfied with their work are more likely to perform better than employees who only experience one of these conditions (Faber, 2025).

The result is also consistent with the idea that Generation Z employees respond to work environments in a holistic way. They tend to evaluate not only what they receive from the organization, but also how they experience working within it (Liana & Hartono, 2024). If work interferes too much with their personal life, if compensation feels unfair, or if their daily work experience feels unsatisfying, their performance may be negatively affected. Conversely, when these aspects are positive at the same time, employees are more likely to show stronger focus, better motivation, and improved consistency in their performance (Nugraha, Cahyadi, et al., 2024).

From a practical perspective, this finding suggests that companies should avoid fragmented approaches to employee performance management. Focusing only on compensation without considering work-life conditions may not produce the best results. Similarly, offering flexibility without ensuring job satisfaction may also limit performance improvement (Wibowo et al., 2024). For Northstar Asia, the implication is clear: a stronger performance strategy should integrate policies that support balanced work conditions, fair remuneration, and a satisfying work environment. Such integration is especially important when managing a workforce dominated by younger employees with distinct values and expectations (Nugraha, Sarmini, et al., 2024).

In conclusion, the simultaneous effect found in this study highlights that employee performance among Generation Z is best understood through a combination of organizational, psychological, and personal factors. Work-life balance, remuneration, and job satisfaction together create the conditions under which employees can perform effectively (Hossain & others, 2024). This means that improving employee performance requires a broader and more coordinated human resource strategy, one that recognizes employees not only as workers expected to produce results, but also as individuals whose well-being, fairness perceptions, and work experience matter greatly (Nugraha, Mulyadi, et al., 2024).

CONCLUSIONS

This study was conducted to examine the effect of work-life balance, remuneration, and job satisfaction on the performance of Generation Z employees at Northstar Asia. Based on the results of multiple linear regression analysis, all three independent variables were found to have positive and statistically significant effects on employee performance. These findings indicate that employee performance among Generation Z is influenced not only by organizational rewards, but also by how employees experience balance in their lives and how satisfied they feel with their jobs.

First, work-life balance has a positive and significant effect on employee performance. This result shows that employees who are better able to maintain balance between work demands and personal life tend to show stronger performance. For Generation Z employees, work-life balance is especially important because this generation values flexibility, well-being, and the ability to maintain a healthy relationship between work and non-work activities. A more balanced condition helps employees remain focused, emotionally stable, and productive in carrying out their responsibilities.

Second, remuneration also has a positive and significant effect on employee performance. This finding confirms that fair and appropriate remuneration can encourage employees to work more effectively. In the context of Generation Z, remuneration is not only a financial reward but also a reflection of fairness, recognition, and appreciation for their contribution. When employees perceive

the compensation system as fair and supportive, they are more likely to demonstrate stronger motivation and improved work outcomes.

Third, job satisfaction has a positive and significant effect on employee performance and appears to be the strongest predictor among the three variables tested in this study. This suggests that employees who feel satisfied with their work, supervisors, coworkers, and workplace facilities are more likely to perform well. For Generation Z, satisfaction with work plays a major role because they tend to seek not only financial benefits but also positive work experiences, meaningful roles, and supportive relationships within the organization.

Finally, the simultaneous test confirms that work-life balance, remuneration, and job satisfaction collectively have a significant effect on employee performance. The coefficient of determination indicates that 63.4% of the variation in employee performance can be explained by these three variables, while the remaining 36.6% is influenced by other factors outside the model. Overall, the study concludes that improving the performance of Generation Z employees at Northstar Asia requires an integrated human resource strategy that supports balanced work conditions, fair remuneration practices, and a satisfying work environment.

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