

Green Human Resource Practices, Work-Life Balance, and Job Satisfaction: Employee Engagement as a Mediating Mechanism among Generation Z Employees

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Abstract

The growing presence of Generation Z in the workforce has prompted organizations to reconsider their human resource management approaches by placing greater emphasis on sustainability and employee well-being. Generation Z employees tend to prioritize mental health, work-life balance, and environmental values, which highlights the importance of implementing Green Human Resource Management (GHRM) and Green Work-Life Balance (GWLB) practices within organizations. This study seeks to examine the influence of GHRM and GWLB on Job Satisfaction, with Employee Engagement serving as a mediating variable among Generation Z employees at PT Petrokopindo Cipta Selaras.

A quantitative research design was employed using a survey method. Data were collected through questionnaires distributed to Generation Z employees at PT Petrokopindo Cipta Selaras and analyzed using regression analysis and mediation testing techniques. The findings demonstrate that both Green Human Resource Management (GHRM) and Green Work-Life Balance (GWLB) have a positive and significant impact on Employee Engagement. In addition, Employee Engagement was found to have a positive and significant effect on Job Satisfaction. The results further indicate that Employee Engagement plays a mediating role in the relationship between Green Human Resource Management (GHRM) and Green Work-Life Balance (GWLB) and Job Satisfaction.

Overall, the study suggests that the adoption of environmentally sustainable human resource practices and green-oriented work-life balance policies can foster higher levels of Employee Engagement, which in turn enhances Job Satisfaction among Generation Z employees. This research is expected to contribute to the literature on sustainable human resource management and offer practical insights for organizations in developing human resource policies that are aligned with the values and expectations of Generation Z.

Keywords: *Green Human Resource Management, Green Work-Life Balance, Employee Engagement, Job Satisfaction, Generation Z*

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INTRODUCTION

The changing characteristics of the workforce due to the entry of Generation Z into the workforce have brought new challenges for companies in managing human resources. Generation Z is the largest demographic group in Indonesia, with a proportion of

approximately 27.94% of the total population or equivalent to 74.93 million people, most of whom have entered their productive age. In the context of the world of work, Generation Z has different characteristics and expectations compared to previous generations, particularly regarding well-being, mental health, and alignment of values between individuals and organizations. According to a survey from the Indonesia Gen Z Report 2024, satisfaction and sustainability of quality of life are important concerns for this generation, so that non-financial factors increasingly play a role in shaping Gen Z's work attitudes and behaviors (Indonesia Gen Z Report, 2024) .

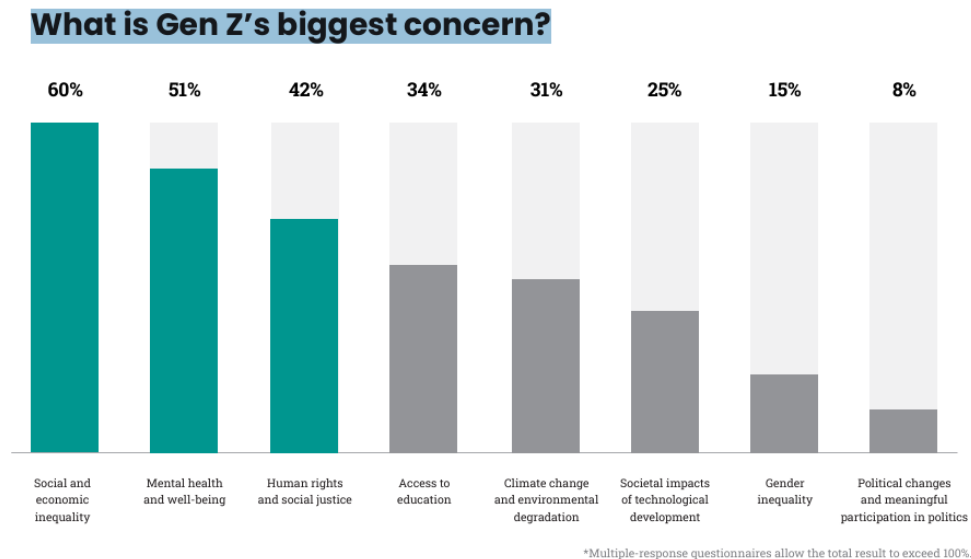


Figure 1. Report from the Indonesia Genz Report 2024 survey

Based on the report, it can be concluded that mental health and well-being are the top concerns for Generation Z, followed by economic issues and climate change and the environment. These findings indicate that Generation Z's orientation in the workplace focuses not only on job stability but also on quality of life and environmental sustainability. Therefore, companies need to adopt human resource management practices that accommodate employee well-being needs while supporting sustainability principles. Companies are required to manage human resources responsibly, not only to support business performance but also to ensure the well-being and sustainability of the workforce amidst increasingly dynamic work environments (Shinde & Surve, 2025) .

One relevant approach to addressing these demands is the implementation of *Green Human Resource Management (GHRM)*. *Green Human Resource Management (GHRM)* incorporates environmentally friendly principles into various human resource management practices, such as recruitment and selection, training and development, performance management, compensation systems, and employee engagement to encourage sustainable work behavior (Shahrulnizam et al., 2024) . Various studies have shown that *Green Human Resource Management (GHRM)* not only helps companies achieve better environmental performance but also contributes to improved employee psychological well-being, satisfaction, and engagement, thus supporting the creation of a sustainable work environment (Gyensare et al., 2024) . In addition, research by Singh (2025) highlighted that *Green Human Resource Management (GHRM)* practices are able to attract and engage Generation Z because they are considered to demonstrate the company's concern for sustainability, social values, and

employee welfare, thus aligning with the values and expectations held by this generation.

In line with Generation Z's concern for employee values, sustainability, and well-being, the proportion of Generation Z born between 1997 and 2012 is increasing in various companies . According to the *Deloitte Global 2024 Gen Z and Millennial Survey (2024)* , *Work-Life Balance (WLB)* is the main factor considered by Generation Z in choosing a company to work for, even surpassing considerations related to compensation levels and career opportunities. *Work-Life Balance (WLB)*, which is a concept that emphasizes the importance of harmonizing professional responsibilities and personal life, includes aspects of time, happiness, family, and emotional health (Ramadhani et al., 2025) .

Approximately 25 percent of Generation Z stated that good quality *Work-Life Balance (WLB)* was the primary reason for choosing their current job, followed by learning and development opportunities and competitive financial compensation. In contrast, Generation Z's decisions to leave their previous employers were generally influenced by dissatisfaction with salary, limited career development opportunities, high levels of burnout and poor quality *Work-Life Balance (WLB)*. These findings indicate that Generation Z no longer defines career success solely based on job title or income level, but also on the company's ability to provide a healthy work-life balance, work flexibility, and meaningful work experiences. Following Generation Z's focus on well-being and sustainability values, the concept of *Work-Life Balance (WLB)* has evolved into *Green Work-Life Balance (GWLB)*, which not only emphasizes work flexibility and emotional well-being but also integrates environmentally friendly practices into the workplace, such as green offices, sustainability programs, and activities that support a sustainable lifestyle. This approach allows *Green Work-Life Balance (GWLB)* to not only improve employees' physical and psychological well-being but also provide a work experience that aligns with the sustainability values important to Generation Z, while strengthening motivation and engagement with the company.

Several key characteristics inherent in Generation Z explain why *Green Human Resource Management (GHRM)* and *Green Work-Life Balance (GWLB)* are relevant according to Listiorini et al. (2025) . First, Generation Z has a high level of ambition to achieve success, accompanied by a positive and optimistic attitude in realizing personal goals and aspirations. Second, Generation Z tends to be practical and prefers quick and efficient problem solving, thus less fond of prolonged analysis processes. Third, Generation Z upholds the value of freedom and has a high level of self-confidence, especially in expressing opinions, expressing creativity, and expressing ideas openly. Fourth, easy access to information through technological developments encourages Generation Z to pay more attention to detail and have critical thinking skills in observing and evaluating various problems or social phenomena. Fifth, Generation Z shows a strong need for recognition for the efforts, performance, and competencies that have been contributed in various activities. Sixth, Generation Z is very familiar with digital technology and information systems, considering that Generation Z grew up and developed in an era of rapid technological progress, so they are accustomed to using digital devices in their daily lives.

According to the *Deloitte Gen Zs and Millennials Find Reasons For Optimism Despite Difficult Realities (2024)* report , environmental sustainability remains a top priority for Generation Z, as well as a crucial social challenge where respondents believe

companies have a significant role and influence to trigger positive change. Generation Z employees expect companies to support this value through concrete steps, such as comprehensive sustainability training, subsidies for green choices, and redesigning office environments to be more environmentally friendly. If a company is not aligned with environmental values, Generation Z is likely to choose to change jobs, according to the report, two in ten Generation Z have changed jobs or industries to align with environmental principles, while a quarter of Generation Z plans to do the same in the future. In line with that, Generation Z also likes and is more interested in pursuing a career in companies that implement *Green Human Resource Management (GHRM) practices and are committed to Environmental, Social, and Governance (ESG) aspects*, because these are considered to be aligned with the values of sustainability and environmental concerns (Dewi et al., 2024). These characteristics make *Green Human Resource Management (GHRM)* highly relevant for Generation Z. Corporate green practices such as environmental awareness training programs, strengthening safety culture, effective waste and energy management, and establishing a clean and healthy work environment not only cover the physical aspects of being environmentally friendly, but also improve the quality of daily work life (Faisal, 2023).

Working conditions that align with employees' personal values, particularly the sustainability values held dear by Generation Z, can foster feelings of comfort, meaning, and appreciation at work (Popaitoon, 2022). This situation encourages the formation of a positive attitude toward work, which ultimately contributes to increased employee *job satisfaction*. *Job satisfaction* is defined as the level of positive feelings or evaluations felt by employees towards their work, which reflects how employees assess various aspects of the job such as responsibilities, work relationships, working conditions, achievement of needs, and fulfillment of personal expectations and values. This condition not only reflects how emotionally satisfied an employee is with his work, but also how strongly he feels valued and psychologically fulfilled within the company context (Biswas, 2025). A high level of *job satisfaction* is reflected in the formation of a positive attitude toward work, a feeling of comfort in work, and the perception that work has meaning and provides a valuable contribution to employees. These conditions encourage increased work motivation, commitment to the company, and employee readiness to contribute optimally. For Generation Z, *Job Satisfaction* is an important indicator in assessing the quality of work experience, because it is not only understood as the fulfillment of material needs, but also as a reflection of the suitability between work and personal values held by employees (Waworuntu et al., 2022).

In this context, *Job Satisfaction* is positioned as an initial psychological condition that plays a role in facilitating the formation of *Employee Engagement*. *Employee Engagement* is understood as the level of employee connection to work and the company that develops in response to a meaningful work environment that provides adequate support, and is reflected through engagement in emotional, cognitive, and psychological aspects (Albrecht et al., 2021). This job engagement does not form automatically, but rather develops in response to work experiences that are perceived as meaningful, fair, and provide adequate support for meeting individual needs. The role of *Employee Engagement* as a mediating variable is also reinforced by empirical findings showing that job satisfaction does not directly result in optimal work behavior without job engagement as an intermediary. According to research by Riyanto et al. (2021), *employee engagement* significantly mediates the effect of *job satisfaction* on

employee performance, indicating that job engagement acts as a channel that strengthens the impact of job satisfaction on work outcomes. These findings confirm that *Employee Engagement* is an important mechanism in explaining how positive and satisfying work experiences can be translated into more productive and sustainable work attitudes, commitments, and behaviors, particularly in the context of modern human resource management.

From the perspective of *the AMO Theory (Ability, Motivation, Opportunity)* , it emphasizes that employee engagement occurs when employees have adequate abilities, strong motivation, and the opportunity to participate and contribute to their work (Bos - Nehles et al., 2023) . In practice, this means companies need to provide appropriate training, a fair reward system, and space for employees to be creative and express their ideas. When these three elements are met, employees are better able to develop their potential, thus optimally increasing levels of *Employee Engagement* .

Based on the perspective of *Social Exchange Theory (SET)*, employee engagement is viewed as the result of a reciprocal relationship between individuals and the company (Blau, 2017) . Employees who feel cared for, treated fairly, and supported by the company tend to reciprocate with higher levels of commitment, loyalty, and engagement. In other words, *employee engagement* emerges as a positive response to the attention and social investment provided by the organization to employees.

According to the *Job Demands-Resources (JD-R) Theory* , work engagement is viewed as a result of a balance between job demands (*Job Demands*) and available resources (*Job Resources*) (Bakker & Demerouti, 2017) . Employees who receive adequate support, clear feedback, autonomy, and opportunities for self-development will be better able to face work pressure without feeling burdened. This condition keeps employees energized, dedicated, and focused, so that work engagement can be maintained sustainably.

In its implementation, PT Petrokopindo Cipta Selaras (PCS) demonstrates real practices that are relevant to the concepts of *Green Human Resource Management (GHRM)* and *Green Work-Life Balance (GWLB)*. PT Petrokopindo Cipta Selaras (PCS), which was established on April 18, 1990 as part of the Petrokimia Gresik Foundation, operates as a provider of integrated logistics facilities solutions, including commodity management, transportation, distribution, heavy equipment rental, warehousing, to special projects and B3 waste transportation. The company emphasizes efficiency, safety, and sustainability in every service, with ISO 45001:2018 certification for *Occupational Health & Safety* , ISO 14001:2015 for *Environmental Management* , and ISO 9001:2015 for *Quality Management* , which demonstrates a commitment to quality, safety, and environmental protection.

However, as a company with dynamic operational activities and high work coordination demands, PT Petrokopindo Cipta Selaras (PCS) is faced with the challenge of balancing the achievement of performance targets with efforts to create a work environment that supports employee well-being. This condition becomes increasingly relevant along with the increasing number of Generation Z employees who have different work characteristics and expectations, particularly regarding work-life balance, environmental concerns, and the need for meaningful work involvement. If the company's support in these aspects is not optimally felt, this condition has the potential to affect the level of employee *Employee Engagement* and *Job Satisfaction* . Therefore, an empirical study is needed to examine the role of *Green Human Resource Management (GHRM)* and *Green Work-Life Balance (GWLB)* in

increasing *Employee Engagement* as a mechanism that impacts employee *Job Satisfaction* at PT Petrokopindo Cipta Selaras.

Therefore, work activities at PT Petrokopindo Cipta Selaras (PCS) are dynamic and require high levels of coordination, potentially impacting employee work experiences if not balanced with adequate company support. This condition is becoming increasingly relevant with the increasing number of Generation Z employees who have different work characteristics and expectations, particularly regarding work-life balance, environmental concerns, and the need for meaningful work engagement. Although PT Petrokopindo Cipta Selaras (PCS) has demonstrated its commitment to creating a healthy and safe work environment, the need to evaluate and strengthen human resource management practices remains crucial. Challenges in managing workloads, maintaining a balance between performance targets and employee well-being, and ensuring ongoing employee engagement have the potential to impact *employee engagement* and *job satisfaction levels*.

As part of its *Green Human Resource Management* (GHRM) program, PT Petrokopindo Cipta Selaras (PCS) implements human resource management policies and practices that focus on sustainability and environmental friendliness. This is reflected in employee training that not only enhances professional competency but also instills awareness of safe, healthy, and environmentally sound work practices. Furthermore, the company encourages employee participation in green initiatives, efficient use of resources, and compliance with safety and environmental standards. This *Green Human Resource Management* (GHRM) approach is expected to foster a responsible work culture, increase employee motivation and engagement, and support the achievement of sustainable company goals.

Furthermore, the *Green Work-Life Balance* (GWLB) concept at PT Petrokopindo Cipta Selaras (PCS) can be understood as a company strategy to help employees balance work demands with personal life through a healthy, safe, and sustainable work environment. Considering that the logistics sector demands high coordination and faces complex operational challenges, the company strives to integrate employee welfare, safety support, and environmental protection into job design and human resource policies. This approach not only has the potential to increase *Employee Engagement*, but also strengthens *Job Satisfaction* through positive employee perceptions of the quality of working conditions that are considered by the company. Thus, the practice of *Green Human Resource Management* (GHRM) and *Green Work-Life Balance* (GWLB) at PT Petrokopindo Cipta Selaras (PCS) is part of a strategy to build a supportive, motivating, and sustainable work environment for employees, while improving overall company performance.

So far, research specifically examining the influence of *Green Human Resource Management* (GHRM) and *Green Work-Life Balance* (GWLB) on *Job Satisfaction* with *Employee Engagement* as a mediating variable in Generation Z employees in the engineering services industry such as PT Petrokopindo Cipta Selaras (PCS) is still relatively limited. Therefore, this research is important to conduct, not only to fill the literature gap, but also to provide practical input in the development of sustainable human resource policies.

This research is expected to provide a clearer picture of how the work engagement of Generation Z employees is formed in facing complex work demands, while also emphasizing the role of *Employee Engagement* as a link between *Green Human Resource Management* (GHRM) and *Green Work-Life Balance* (GWLB) with *Job Satisfaction*. The

results can be a basis for companies, especially PT Petrokopindo Cipta Selaras (PCS), to design employee management programs and policies that are more effective, relevant, and in accordance with the needs of the younger generation.

In addition to practical benefits, this research is also expected to contribute theoretical understanding regarding the implementation of *Green Human Resource Management* (GHRM) and *Green Work-Life Balance* (GWLB) in the engineering services industry, an area that has been rarely studied so far. The findings of this study can be a reference for subsequent studies that want to explore the relationship between environmentally friendly human resource practices, work-life balance, employee engagement, and job satisfaction, thereby building a more comprehensive and relevant conceptual framework to the dynamics of Generation Z employees .

The Influence of GHRM on Employee Engagement

Green Human Resource Management (GHRM) has a positive effect on Employee Engagement because sustainability-based HR practices can increase the perception of organizational support, value alignment, and intrinsic motivation of employees. The implementation of green recruitment, environmental training, and pro-environmental reward systems encourage increased vigor, dedication, and absorption, especially in Generation Z who have a strong orientation towards sustainability values. H0.1: GHRM has no effect on Employee Engagement. H1.1: GHRM has an effect on Employee Engagement.

The Influence of GWLB on Employee Engagement

Green Work-Life Balance (GWLB) has a positive effect on Employee Engagement through flexible work policies, attention to well-being, and integration of sustainability values. Employees who are able to maintain a balance between work and personal life tend to show higher emotional and cognitive work engagement, especially among Generation Z who prioritize flexibility and mental health. H0.2: GWLB has no effect on Employee Engagement. H1.2: GWLB has an effect on Employee Engagement.

The Influence of Employee Engagement on Job Satisfaction

Employee Engagement has a positive effect on Job Satisfaction because high work involvement creates meaningful work experiences, increases feelings of appreciation, and strengthens positive perceptions of work. Engaged employees show higher job satisfaction through emotional commitment and active involvement in tasks. H0.3: Employee Engagement has no effect on Job Satisfaction. H1.3: Employee Engagement has an effect on Job Satisfaction.

The Influence of GHRM on Job Satisfaction

Green Human Resource Management (GHRM) has a positive effect on Job Satisfaction because the implementation of sustainable HR practices creates a work environment that supports employee values, improves well-being, and strengthens the quality of the work experience. GHRM not only encourages pro-environmental behavior, but also increases overall job satisfaction. H0.4: GHRM has no effect on Job Satisfaction. H1.4: GHRM has an effect on Job Satisfaction.

The Influence of GWLB on Job Satisfaction

Green Work-Life Balance (GWLB) has a positive effect on Job Satisfaction through the balance of work and personal life roles supported by environmentally friendly work practices. Adapting the Work-Life Balance concept into a sustainability context is relevant for Generation Z and contributes to increased job satisfaction. H0.5: GWLB has no effect on Job Satisfaction. H1.5: GWLB has an effect on Job Satisfaction.

Employee Engagement as a Mediator of GHRM on Job Satisfaction

Employee Engagement mediates the effect of Green Human Resource Management (GHRM) on Job Satisfaction, because GHRM practices increase employee engagement which further strengthens job satisfaction. Job engagement serves as the primary mechanism that translates the psychological benefits of GHRM into more positive work experiences.

H0.6: Employee Engagement does not mediate the effect of GHRM on Job Satisfaction.

H1.6: Employee Engagement mediates the effect of GHRM on Job Satisfaction.

Employee Engagement as a Mediator of GWLB on Job Satisfaction

Employee Engagement mediates the effect of Green Work-Life Balance (GWLB) on Job Satisfaction, where sustainability-oriented work-life balance increases employee engagement, which then has an impact on increasing job satisfaction. This mediation role is relevant for Generation Z who prioritize flexibility, well-being, and sustainability values.

H0.7: Employee Engagement does not mediate the effect of GWLB on Job Satisfaction.

H1.7: Employee Engagement mediates the effect of GWLB on Job Satisfaction.

METHODOLOGY

This study uses a quantitative approach based on the positivist paradigm to examine the causal relationship between Green Human Resource Management (GHRM) and Green Work-Life Balance (GWLB) on Job Satisfaction with Employee Engagement as a mediating variable. Data were collected using a five-point Likert-scale closed-ended questionnaire distributed to all Generation Z employees at PT Petrokopindo Cipta Selaras totaling 65 respondents (saturated sample). The research variables consist of GHRM and GWLB as independent variables, Job Satisfaction as the dependent variable, and Employee Engagement as the mediating variable, which are operationalized based on tested indicators from previous literature.

Data analysis was conducted using path analysis through instrument testing (validity and reliability), classical assumption testing (normality, multicollinearity, and heteroscedasticity), and hypothesis testing at a 5% significance level. The mediating effect of Employee Engagement was tested using the Sobel Test to assess the significance of the indirect effect between variables. This approach allows for simultaneous testing of direct and indirect relationships, thus providing a comprehensive empirical understanding of the strategic role of sustainable HR practices in improving job satisfaction among Generation Z employees.

RESULTS AND DISCUSSION

Descriptive Analysis of Research Variables

Descriptive data analysis in this study was used to explain the answers or responses of 65 respondents, namely Generation Z employees at PT Petrokopindo Cipta Selaras, to the statements submitted in the questionnaire. This analysis aims to provide a general overview of the tendency of respondents' perceptions of the variables studied, without intending to make generalizations. The variables analyzed descriptively in this study include *Green Human Resource Management (GHRM)*, *Green Work-Life Balance (GWLB)*, *Employee Engagement*, and *Job Satisfaction*.

According to Sugiyono (2023), descriptive statistical analysis is a data analysis technique used to describe or depict collected data as it is. In this study, questionnaire data were analyzed by calculating the average value of each research variable. Furthermore, the *mean value* was interpreted using an assessment category interval based on a five-level Likert scale, which aims to determine the level of respondents' perception of each variable, ranging from very low to very high. The following is a table of assessment category intervals used as a basis for interpreting the average value of the results of the descriptive analysis of the research variables.

Table 1 Results of Descriptive Analysis of Green Human Resource Management (GHRM) Variables

No.	Interval	Information
1	1.0 - 1.8	Very Low
2	1.81 - 2.6	Low
3	2.6 - 3.4	Currently
4	3.4 - 4.2	Tall
5	4.2 - 5.0	Very high

Source: Sugiyono (2023)

Green Human Resource Management (GHRM) Variables

Green Human Resource Management (GHRM) variable in this study is used to describe the perception of Generation Z employees towards the implementation of human resource management practices oriented towards environmental sustainability at PT Petrokopindo Cipta Selaras. This variable is measured through 25 statement items arranged according to *Green Human Resource Management (GHRM)* indicators, which reflect the policies, procedures, and practices of environmentally based human resource management implemented by the company. Each statement item is measured using a 5-point Likert scale that allows respondents to convey their level of agreement with the statement given. The answer choices used consist of Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), to Strongly Agree (SS). The use of this scale aims to obtain a more comprehensive picture of employee attitudes and perceptions towards the implementation of *Green Human Resource Management (GHRM)* in the work environment. All data obtained from the questionnaire were then analyzed descriptively by calculating the average value (*Mean*) for each statement item and as a whole. The following are the resulting score values:

Table 2. Results of Descriptive Analysis of Green Human Resource Management (GHRM) Variables

Variables	Item	Response Frequency					Mean	Criteria
		STS (1)	TS (2)	N (3)	S (4)	SS (5)		
		F	F	F	F	F		
Green Human Resource Management (X1)	X _{1.1}	0	1	2	21	41	4.57	Very high
	X _{1.2}	0	1	3	27	34	4.45	Very high
	X _{1.3}	0	1	4	31	29	4.35	Very high
	X _{1.4}	0	0	3	30	32	4.45	Very high
	X _{1.5}	0	0	6	30	29	4.35	Very high
	X _{1.6}	0	0	6	32	27	4.32	Very high
	X _{1.7}	0	0	6	36	23	4.26	Tall
	X _{1.8}	0	0	6	32	27	4.32	Very high
	X _{1.9}	0	0	12	21	32	4.31	Very high
	X _{1.10}	0	0	5	28	32	4.42	Very high
	X _{1.11}	0	0	6	31	28	4.34	Very high
	X _{1.12}	0	1	3	35	26	4.32	Very high
	X _{1.13}	0	1	6	30	28	4.31	Very high
	X _{1.14}	1	0	8	37	19	4.12	Tall
	X _{1.15}	1	2	6	26	30	4.26	Tall
	X _{1.16}	0	2	4	19	40	4.49	Very high
	X _{1.17}	0	1	8	32	24	4.22	Tall
	X _{1.18}	0	1	3	33	28	4.35	Very high
	X _{1.19}	0	1	8	39	17	4.11	Tall
	X _{1.20}	0	1	5	34	25	4.28	Tall
	X _{1.21}	0	0	6	24	35	4.45	Very high
	X _{1.22}	0	0	4	34	27	4.35	Very high
	X _{1.23}	0	1	4	31	29	4.35	Very high
	X _{1.24}	0	0	5	28	32	4.42	Very high
	X _{1.25}	0	0	4	31	30	4.40	Very high
	Mean						4.34	Very high

Source: Researcher Data Processing Results (2026)

Based on the results of descriptive analysis, the *Green Human Resource Management* (GHRM) variable in Generation Z employees at PT Petrokopindo Cipta Selaras shows an overall average value (*Mean*) of 4.34, which is included in the very high category. This result indicates that Generation Z employees at PT Petrokopindo Cipta Selaras have strong awareness, acceptance, and involvement in environmental-based human resource management practices. Employees not only carry out their duties in accordance with company policies, but also demonstrate a proactive attitude in supporting environmental sustainability through work behaviors that are in line with the principles of *Green Human Resource Management* (GHRM). Thus, employees generally have a very positive perception of the implementation of *Green Human Resource Management* (GHRM) practices carried out by the company.

The highest mean value for the *Green Human Resource Management* (GHRM) variable is found in item X1.1 with a value of 4.57. The high *mean value* for this item indicates that employees strongly feel the implementation of *Green Human Resource Management* (GHRM) aspects related to human resource policies and practices that are oriented towards environmental concerns. This indicates that the company is considered to have been able to integrate environmentally friendly principles into employee management, so that employees feel supported and directed to behave in an environmentally friendly manner in their daily work activities. This condition reflects the alignment between company policies and employee behavior in supporting environmental sustainability.

Meanwhile, the lowest *Mean value* for the *Green Human Resource Management* (GHRM) variable is found in item X1.19 with a value of 4.11. Although it is the lowest value compared to other items, this value is still in the high category, which indicates that employees continue to give a positive assessment of this aspect. This indicates that the *Green Human Resource Management* (GHRM) practice represented by item X1.19 has been implemented well, but the level of perception felt by employees is not as strong as other indicators. Therefore, this aspect still has opportunities to be improved so that the implementation of *Green Human Resource Management* (GHRM) can be felt more evenly and optimally by all employees.

Green Work-Life Balance (GWLB) Variable

Green Work-Life Balance (GWLB) variable in this study is used to describe Generation Z employees' perceptions of the balance between work and personal life that is oriented towards the principles of environmental sustainability at PT Petrokopindo Cipta Selaras. This variable is measured through 24 statement items compiled based on *Green Work-Life Balance* (GWLB) indicators, which reflect the company's efforts to support employee work-life balance while still paying attention to environmentally friendly aspects.

Each statement item was measured using a 5-point *Likert scale*, allowing respondents to indicate their level of agreement with the statement. Response options ranged from Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), to Strongly Agree (SS). This scale aims to obtain a comprehensive picture of employee perceptions and experiences regarding the implementation of *Green Work-Life Balance* (GWLB) in the workplace.

The data obtained from the questionnaire were then analyzed descriptively by calculating the average value (*Mean*) for each statement item and as a whole. This analysis was conducted to provide a general overview of the level of implementation of *Green Work-Life Balance* (GWLB) at PT Petrokopindo Cipta Selaras based on the perceptions of Generation Z employees. The following are the resulting score values:

Table 2. Results of Descriptive Analysis of Green Work-Life Balance (GWLB) Variables

Variables	Item	Response Frequency					Mean	Criteria
		STS (1)	TS (2)	N (3)	S (4)	SS (5)		
		F	F	F	F	F		
Green Work -Life	X _{2.1}	0	1	6	30	28	4.31	Very high
	X _{2.2}	0	0	10	28	27	4.26	Tall
	X _{2.3}	0	0	8	34	23	4.23	Tall
	X _{2.4}	0	1	3	25	36	4.48	Very high

Balance (X2)	X _{2.5}	0	1	4	31	29	4.35	Very high	
	X _{2.6}	0	0	5	33	27	4.34	Very high	
	X _{2.7}	0	0	5	32	28	4.35	Very high	
	X _{2.8}	0	0	5	33	27	4.34	Very high	
	X _{2.9}	0	0	2	31	29	4.42	Very high	
	X _{2.10}	0	1	7	37	20	4.17	Tall	
	X _{2.11}	0	0	9	31	25	4.25	Tall	
	X _{2.12}	0	0	5	32	28	4.35	Very high	
	X _{2.13}	0	1	8	30	26	4.25	Tall	
	X _{2.14}	1	5	7	31	21	4.02	Tall	
	X _{2.15}	0	2	10	33	20	4.09	Tall	
	X _{2.16}	0	0	7	37	21	4.22	Tall	
	X _{2.17}	0	0	5	33	27	4.34	Very high	
	X _{2.18}	0	0	11	30	24	4.20	Tall	
	X _{2.19}	0	0	5	34	26	4.32	Very high	
	X _{2.20}	0	0	10	32	23	4.20	Tall	
	X _{2.21}	0	0	9	31	25	4.25	Tall	
	X _{2.22}	0	0	7	34	24	4.26	Tall	
	X _{2.23}	0	0	8	31	26	4.28	Tall	
	X _{2.24}	0	0	6	37	22	4.25	Tall	
	Mean							4.27	Tall

Source: Researcher Data Processing Results (2026)

Based on the results of descriptive analysis, the *Green Work-Life Balance* (GWLB) variable for Generation Z employees at PT Petrokopindo Cipta Selaras showed an overall mean value of 4.27, which is included in the high category. These results indicate that employees generally have a positive perception of the implementation of a balance between work and personal life that is oriented towards the principle of environmental sustainability in the company.

mean value for the *Green Work-Life Balance* (GWLB) variable is found in item X2.4 with a value of 4.48. The high *mean value* for this item indicates that employees strongly feel the company's support in creating a balance between work demands and personal life, without neglecting the aspect of environmental concern. This reflects that company policies and practices related to working time management, flexibility, and attention to employee welfare have been truly felt by Generation Z employees.

Meanwhile, the lowest *mean value* for the *Green Work-Life Balance* (GWLB) variable was found in item X2.14, with a value of 4.02. Despite being the lowest value, this value remains in the high category, indicating that employees still give a positive assessment of this aspect. This condition indicates that there are some aspects of *Green Work-Life Balance* (GWLB) that are not felt as optimal as other aspects, but overall, it still supports the creation of work-life balance for employees.

The predominance of respondents' responses in the agree and strongly agree categories indicates that Generation Z employees at PT Petrokopindo Cipta Selaras have been able to experience a balance between work and personal life that aligns with sustainability values. It can be concluded that the implementation of *Green Work-Life*

Balance (GWLB) in the company is at a good level and has the potential to support work comfort, employee well-being, and a positive attitude in carrying out daily work activities.

Job Satisfaction Variable

Job Satisfaction variable in this study is used to describe the level of satisfaction of Generation Z employees with their jobs at PT Petrokopindo Cipta Selaras. Job satisfaction reflects the extent to which employees are satisfied with various aspects of their jobs, such as the tasks performed, the work environment, relationships with coworkers, and the support provided by the company.

Job Satisfaction was measured using 30 items compiled based on *job satisfaction* indicators . Each item was measured using a 5-point Likert scale, allowing respondents to indicate their level of agreement with the statement. The response options ranged from Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), to Strongly Agree (SS).

The data obtained from the questionnaire was then analyzed descriptively by calculating the average value (*mean*) for each statement item and the overall score. This analysis aims to provide an overview of the level of *job satisfaction* of Generation Z employees at PT Petrokopindo Cipta Selaras. The resulting scores are as follows:

Table 1 Results of Descriptive Analysis of Job Satisfaction Variables

Variables	Item	Response Frequency					Mean	Criteria
		STS (1)	TS (2)	N (3)	S (4)	SS (5)		
		F	F	F	F	F		
<i>Job Satisfaction (Y)</i>	Y ₁	0	0	10	31	24	4.22	Tall
	Y ₂	0	0	6	25	34	4.43	Very high
	Y ₃	0	0	7	36	22	4.23	Tall
	Y ₄	0	1	8	28	28	4.28	Tall
	Y ₅	0	1	5	34	25	4.28	Tall
	Y ₆	0	0	6	30	29	4.35	Very high
	Y ₇	0	0	4	31	30	4.40	Very high
	Y ₈	0	0	4	30	31	4.42	Very high
	Y ₉	0	0	8	29	28	4.31	Very high
	Y ₁₀	0	0	8	37	20	4.18	Tall
	Y ₁₁	0	0	7	32	26	4.29	Tall
	Y ₁₂	0	0	5	40	20	4.23	Tall
	Y ₁₃	0	0	9	33	23	4.22	Tall
	Y ₁₄	0	0	5	41	19	4.22	Tall
	Y ₁₅	0	0	4	33	28	4.37	Tall
	Y ₁₆	0	0	7	28	30	4.35	Tall
	Y ₁₇	0	0	4	27	34	4.46	Tall
	Y ₁₈	0	0	7	36	22	4.23	Tall
	Y ₁₉	0	0	8	31	26	4.28	Tall
	Y ₂₀	0	0	8	31	26	4.28	Tall
	Y ₂₁	0	0	5	40	20	4.23	Tall
	Y ₂₂	0	0	7	32	26	4.26	Tall
	Y ₂₃	0	0	4	38	23	4.29	Tall
	Y ₂₄	0	0	8	25	32	4.29	Tall

Variables	Item	Response Frequency					Mean	Criteria
		STS (1)	TS (2)	N (3)	S (4)	SS (5)		
		F	F	F	F	F		
	Y ₂₅	0	0	4	37	24	4.31	Very high
	Y ₂₆	0	0	8	33	24	4.25	Tall
	Y ₂₇	0	0	4	36	25	4.32	Very high
	Y ₂₈	0	0	3	39	23	4.31	Very high
	Y ₂₉	0	0	2	41	22	4.31	Very high
	Y ₃₀	0	0	6	28	31	4.38	Very high
	Mean						4.30	Very high

Source: Researcher Data Processing Results (2026)

Based on the results of the descriptive analysis, the *Job Satisfaction variable* for Generation Z employees at PT Petrokopindo Cipta Selaras showed an overall average value (*mean*) of 4.30, which is included in the very high category. This result indicates that employees are generally very satisfied with their work at the company.

mean score for the *Job Satisfaction variable* was found in item Y₇, with a value of 4.46. The high mean score for this item indicates that employees are highly satisfied with the specific job aspects measured in that item. This reflects the company's ability to meet employee expectations regarding important aspects of the job, such as job satisfaction, organizational support, and a work environment that supports employee well-being.

Meanwhile, the lowest *mean value* for the *Job Satisfaction variable* was found in item Y₄ with a value of 4.28. Although this is the lowest value compared to other items, this value remains in the high category, indicating that employees continue to provide a positive assessment of this aspect of *Job Satisfaction*. This condition indicates that all aspects of *Job Satisfaction* measured in this study have been met well, although the level of satisfaction varies for each indicator.

The predominance of respondents' responses in the agree and strongly agree categories indicates that Generation Z employees at PT Petrokopindo Cipta Selaras have excellent levels of *job satisfaction*. It can be concluded that *job satisfaction* in the company is at a very high level and has the potential to positively impact employee work attitudes, commitment, and engagement in carrying out their duties and responsibilities.

Employee Engagement Variables

Employee Engagement variable in this study is used to describe the level of emotional, cognitive, and behavioral involvement of Generation Z employees towards their work and organization at PT Petrokopindo Cipta Selaras. *Employee Engagement* reflects the extent to which employees feel enthusiastic, dedicated, and actively involved in carrying out their duties and responsibilities in the workplace.

The *Employee Engagement* variable was measured using 14 statements based on employee engagement indicators. Each statement was measured using a 5-point Likert scale, allowing respondents to indicate their level of agreement with the statement.

Response options ranged from Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), to Strongly Agree (SS).

The data obtained from the questionnaire was then analyzed descriptively by calculating the average value (*mean*) for each statement item and the overall score. This analysis aims to provide an overview of the level of *employee engagement* of Generation Z employees at PT Petrokopindo Cipta Selaras. The resulting scores are as follows:

Table 2 Results of Descriptive Analysis of Employee Engagement Variables

Variables	Item	Response Frequency					Mean	Criteria
		STS (1)	TS (2)	N (3)	S (4)	SS (5)		
		F	F	F	F	F		
Employee Engagement (Z)	Z ₁	0	0	10	31	24	4.32	Very high
	Z ₂	0	1	3	33	28	4.35	Very high
	Z ₃	0	0	9	34	22	4.20	Very high
	Z ₄	0	1	7	37	20	4.15	Very high
	Z ₅	0	1	10	30	24	4.18	Very high
	Z ₆	0	0	5	29	31	4.40	Very high
	Z ₇	0	2	7	34	22	4.17	Very high
	Z ₈	0	0	12	23	30	4.28	Very high
	Z ₉	0	0	7	38	20	4.20	Tall
	Z ₁₀	4	0	10	30	21	3.98	Very high
	Z ₁₁	7	11	5	16	26	3.66	Tall
	Z ₁₂	0	0	10	38	17	4.11	Tall
	Z ₁₃	0	0	7	31	31	4.37	Very high
	Z ₁₅	13	10	5	17	20	3.32	High enough
	Mean							4.12

Source: Researcher Data Processing Results (2026)

Based on the results of the descriptive analysis, the *Employee Engagement variable* for Generation Z employees at PT Petrokopindo Cipta Selaras showed an overall average value (*mean*) of 4.12, which is included in the high category. This result indicates that employees generally have a good level of engagement with their work and organization, both emotionally, cognitively, and behaviorally.

mean score for the *Employee Engagement variable* was found in item Z₆, with a value of 4.40. A high *mean score* for this item indicates that employees feel enthusiastic, passionate, and actively involved in carrying out their work. This condition reflects that Generation Z employees have a strong internal drive to contribute optimally and demonstrate a high commitment to the tasks and responsibilities assigned by the company.

Meanwhile, the lowest *mean score* for the *Employee Engagement variable* was found in item Z₁₁, with a value of 3.66, which is in the high category. Although this is the lowest score compared to other items, this result still indicates employee engagement towards the aspects measured in the item. However, this difference in

mean scores indicates that there are several aspects of *Employee Engagement* that are perceived as not as strong as others, so there is still potential for improvement to strengthen employee engagement overall.

The predominance of respondents' responses in the agree and strongly agree categories indicates that Generation Z employees at PT Petrokopindo Cipta Selaras tend to have positive work engagement. Therefore, it can be concluded that the company's *Employee Engagement level* is high and has the potential to be a significant factor in supporting performance, job satisfaction, and overall organizational sustainability.

Instrument Test Results

Testing of this research instrument was carried out to assess the validity and reliability of the questionnaire so that it can be used as a suitable measuring tool in further data analysis.

Validity Test Results

In the validity test, this study involved 65 respondents with an alpha level of 5%. The determination of the r table value refers to the *Pearson Product Moment correlation test* with degrees of freedom (df) of $n - 2$, so the df used in this study is 63. Based on this value, the r table was obtained at 0.244 which was then used as a criterion for determining the validity of the statement items. The following is the table result of the validity test in the study.

Table 3 Validity Test

Variables	Item No.	R_{rumus}	R_{tabel}	Information
<i>Green Human Resource Management (X1)</i>	$X_{1.1}$	0.586	0.244	Valid
	$X_{1.2}$	0.418	0.244	Valid
	$X_{1.3}$	0.657	0.244	Valid
	$X_{1.4}$	0.304	0.244	Valid
	$X_{1.5}$	0.458	0.244	Valid
	$X_{1.6}$	0.626	0.244	Valid
	$X_{1.7}$	0.451	0.244	Valid
	$X_{1.8}$	0.445	0.244	Valid
	$X_{1.9}$	0.519	0.244	Valid
	$X_{1.10}$	0.528	0.244	Valid
	$X_{1.11}$	0.492	0.244	Valid
	$X_{1.12}$	0.368	0.244	Valid
	$X_{1.13}$	0.446	0.244	Valid
	$X_{1.14}$	0.503	0.244	Valid
	$X_{1.15}$	0.505	0.244	Valid
	$X_{1.16}$	0.465	0.244	Valid
	$X_{1.17}$	0.517	0.244	Valid
	$X_{1.18}$	0.472	0.244	Valid
	$X_{1.19}$	0.527	0.244	Valid
	$X_{1.20}$	0.573	0.244	Valid
	$X_{1.21}$	0.349	0.244	Valid
	$X_{1.22}$	0.539	0.244	Valid
	$X_{1.23}$	0.360	0.244	Valid
	$X_{1.24}$	0.525	0.244	Valid

Variables	Item No.	R _{rumus}	R _{tabel}	Information
	X _{1.25}	0.499	0.244	Valid
<i>Green Work-Life Balance (X2)</i>	X _{2.1}	0.623	0.244	Valid
	X _{2.2}	0.347	0.244	Valid
	X _{2.3}	0.371	0.244	Valid
	X _{2.4}	0.534	0.244	Valid
	X _{2.5}	0.610	0.244	Valid
	X _{2.6}	0.376	0.244	Valid
	X _{2.7}	0.383	0.244	Valid
	X _{2.8}	0.556	0.244	Valid
	X _{2.9}	0.264	0.244	Valid
	X _{2.10}	0.523	0.244	Valid
	X _{2.11}	0.511	0.244	Valid
	X _{2.12}	0.531	0.244	Valid
	X _{2.13}	0.406	0.244	Valid
	X _{2.14}	0.494	0.244	Valid
	X _{2.15}	0.413	0.244	Valid
	X _{2.16}	0.440	0.244	Valid
	X _{2.17}	0.534	0.244	Valid
	X _{2.18}	0.529	0.244	Valid
	X _{2.19}	0.412	0.244	Valid
	X _{2.20}	0.581	0.244	Valid
	X _{2.21}	0.435	0.244	Valid
	X _{2.22}	0.439	0.244	Valid
	X _{2.23}	0.464	0.244	Valid
	X _{2.24}	0.429	0.244	Valid
<i>Job Satisfaction (Y)</i>	Y ₁	0.587	0.244	Valid
	Y ₂	0.476	0.244	Valid
	Y ₃	0.420	0.244	Valid
	Y ₄	0.467	0.244	Valid
	Y ₅	0.399	0.244	Valid
	Y ₆	0.542	0.244	Valid
	Y ₇	0.568	0.244	Valid
	Y ₈	0.616	0.244	Valid
	Y ₉	0.380	0.244	Valid
	Y ₁₀	0.443	0.244	Valid
	Y ₁₁	0.436	0.244	Valid
	Y ₁₂	0.449	0.244	Valid
	Y ₁₃	0.432	0.244	Valid
	Y ₁₄	0.456	0.244	Valid
	Y ₁₅	0.534	0.244	Valid
	Y ₁₆	0.518	0.244	Valid
	Y ₁₇	0.522	0.244	Valid
	Y ₁₈	0.535	0.244	Valid
	Y ₁₉	0.488	0.244	Valid
	Y ₂₀	0.462	0.244	Valid

Variables	Item No.	R_{rumus}	R_{tabel}	Information	
	Y_{21}	0.507	0.244	Valid	
	Y_{22}	0.422	0.244	Valid	
	Y_{23}	0.502	0.244	Valid	
	Y_{24}	0.640	0.244	Valid	
	Y_{25}	0.521	0.244	Valid	
	Y_{26}	0.598	0.244	Valid	
	Y_{27}	0.382	0.244	Valid	
	Y_{28}	0.468	0.244	Valid	
	Y_{29}	0.488	0.244	Valid	
	Y_{30}	0.535	0.244	Valid	
	<i>Employee Engagement (Z)</i>	Z_1	0.421	0.244	Valid
		Z_2	0.608	0.244	Valid
		Z_3	0.438	0.244	Valid
		Z_4	0.512	0.244	Valid
Z_5		0.302	0.244	Valid	
Z_6		0.477	0.244	Valid	
Z_7		0.367	0.244	Valid	
Z_8		0.362	0.244	Valid	
Z_9		0.449	0.244	Valid	
Z_{10}		0.269	0.244	Valid	
Z_{11}		0.459	0.244	Valid	
Z_{12}		0.493	0.244	Valid	
Z_{13}		0.347	0.244	Valid	
Z_{14}		0.398	0.244	Valid	

Source: Data processed by researchers (2026)

Based on the results of data processing and analysis, it can be concluded that all statement items used in the research instrument have a correlation coefficient value (*Pearson correlation*) greater than the predetermined r table. This result indicates that all statement items have met the validity criteria and are declared valid, thus suitable for use as measurement instruments in this study and can be used as a basis for data analysis in the next stage.

Reliability Test Results

To test data reliability, researchers used a research instrument to assess internal consistency, namely the extent to which statement items produce stable and reliable measurements. Test results showed that all items had a Cronbach's Alpha value > 0.6 , indicating that the instrument was consistent and suitable for use.

Table 4. Reliability Test

Variables	Cronbach's Alpha	Critical Value	Information
<i>Green Human Resource Management (X1)</i>	0.898	0.60	Reliable
<i>Green Work-Life Balance (X2)</i>	0.886	0.60	Reliable
<i>Job Satisfaction (Y)</i>	0.915	0.60	Reliable

Variables	Cronbach's Alpha	Critical Value	Information
Employee Engagement (Z)	0.774	0.60	Reliable

Source: Data processed by researchers (2026)

Based on the results of the reliability test, the Cronbach's Alpha value for each research variable was above the minimum required limit, which is 0.60. *The Cronbach's Alpha value for the Green Human Resource Management (GHRM) variable was 0.898, Green Work-Life Balance (GWLB) is 0.886, Job Satisfaction is 0.915, and Employee Engagement is 0.774.* Based on the results of the reliability test, the research data can be declared reliable because the instruments used show consistency in measurement.

The Influence of GHRM on Employee Engagement

The t-test results show that Green Human Resource Management (GHRM) has a positive and significant effect on Employee Engagement ($p < 0.05$). This finding indicates that the implementation of sustainability-based HR practices can increase employee engagement with their work and the organization. Thus, H1 is accepted.

The Influence of GWLB on Employee Engagement

Green Work-Life Balance (GWLB) has been shown to have a positive and significant effect on Employee Engagement ($p < 0.05$). Work-life balance policies that support well-being and sustainability encourage increased employee engagement. Therefore, H2 is accepted.

The Influence of Employee Engagement on Job Satisfaction

The test results show that Employee Engagement has a positive and significant effect on Job Satisfaction ($p < 0.05$). Employees with high levels of work engagement tend to experience greater job satisfaction. Thus, H3 is accepted.

The Influence of GHRM on Job Satisfaction

The test results show that Green Human Resource Management (GHRM) does not have a significant direct effect on job satisfaction ($p > 0.05$). This finding indicates that GHRM practices are unable to increase job satisfaction without an intermediary mechanism. Therefore, H4 is rejected.

The Influence of GWLB on Job Satisfaction

Green Work-Life Balance (GWLB) has a positive and significant effect on Job Satisfaction ($p < 0.05$). Effective implementation of work-life balance increases employee job satisfaction. Thus, H5 is accepted.

Mediation of Employee Engagement on the Influence of GHRM on Job Satisfaction

The Sobel test results show that Employee Engagement significantly mediates the relationship between GHRM and Job Satisfaction, although the direct effect of GHRM is not significant. This confirms that GHRM increases job satisfaction through increased employee engagement. Thus, H6 is accepted.

Mediation of Employee Engagement on the Influence of GWLB on Job Satisfaction

The test results show that Employee Engagement acts as a significant mediator in the relationship between Green Work-Life Balance (GWLB) and Job Satisfaction. In addition to its direct effect, GWLB also increases job satisfaction by enhancing employee engagement. Thus, H7 is accepted.

CONCLUSION

The results indicate that Green Human Resource Management (GHRM) and Green Work-Life Balance (GWLB) play a significant role in enhancing Employee Engagement among Generation Z employees at PT Petrokopindo Cipta Selaras. Employees who perceive sustainable HR practices and supportive work-life balance policies demonstrate higher levels of engagement, reflected in greater energy, dedication, and involvement in their work. Employee Engagement is also found to have a direct positive effect on Job Satisfaction.

Furthermore, Employee Engagement serves as a key mediating mechanism linking GHRM and GWLB to Job Satisfaction. While GHRM does not directly influence Job Satisfaction, its effect becomes significant when mediated by Employee Engagement. In contrast, GWLB affects Job Satisfaction both directly and indirectly through Employee Engagement. These findings emphasize that sustainable HR practices and balanced work-life policies enhance job satisfaction primarily by strengthening employees' psychological engagement with their work and organization.

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