

THE INFLUENCE OF MEANINGFUL WORK, WORK-LIFE BALANCE, AND AN INCLUSIVE WORK ENVIRONMENT ON THE PREFERENCES OF GENERATION Z STUDENTS AT MALIKUSSALEH UNIVERSITY IN CHOOSING A JOB

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Abstract

Meaningful work, work-life balance, and an inclusive work environment are factors that Generation Z considers when choosing a job. As part of Generation Z, students have different perspectives when determining their career preferences. This study aims to investigate the influence of meaningful work, work-life balance, and an inclusive work environment on the career preferences of students at Malikussaleh University when choosing a job. The study employs a quantitative approach using a survey method. Primary data were collected using a research instrument in the form of a questionnaire, with a total of 100 respondents from Malikussaleh University. The data analysis techniques used were multiple linear regression and t-test (partial). The results of the study indicate that meaningful work has a positive and significant influence on students' preferences with a significance value of 0.002 (< 0.05). Work-life balance has a positive but insignificant effect with a significance value of 0.674 (> 0.05). An inclusive work environment has a positive and significant effect on students' preferences in choosing a job with a significance value of 0.001 (< 0.05). Simultaneously, the three variables significantly influence students' preferences, with a significance level of 0.000 and an Adjusted R^2 value of 0.267. This means that 26.7% of the variation in students' preferences in choosing a job can be explained by these three variables, while the rest is influenced by other factors not examined in this study.

Keywords: *Inclusive Work Environment, Meaningful Work, Work-Life Balance*

INTRODUCTION

Students who belong to Generation Z are those who grew up in an era of rapid technological and informational development. They have been familiar with the internet and digital devices since childhood. Generation Z tends to be more open to differences, more responsive to social issues, and more active in social movements than previous generations. Generation Z has a different perspective on careers compared to previous generations. They tend to place less importance on long-term job stability and are more interested in a variety of professional experiences. The presence of Generation Z in the workforce brings challenges and opportunities that organizations have never faced before. This generation is known for its high ambition, strong technical skills, and deep language proficiency, and they also place greater emphasis on their career development (Megawati et al, 2024). In addition to meaningful work, the influence of work-life balance is also a consideration for Generation Z when looking for a job. With the development of technology, companies must keep up with these developments if they want to maintain their business. This situation requires companies to look for employees who are adaptable and skilled in the use of technology, as Generation Z is. However, given Generation Z's preference for jobs with a high degree of flexibility (including working hours, schedules, work patterns, and work locations), companies need to implement a work system that emphasizes balance between work and personal life, and must ensure harmony in terms of time, participation, and satisfaction between professional responsibilities and employees' personal lives (Mahardika Afrizal Arditya et al., 2022). An inclusive work environment is also a consideration for this generation.

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Managing diversity and inclusion in a professional environment is an important aspect of creating an open and fair work atmosphere for all parties (Tuasikal & Safitri, 2024). Although many companies recognize the importance of diversity, obstacles are often encountered when implementing effective policies. The gap between expected policies and their implementation in the field is a major problem (Tuasikal & Safitri, 2024). Therefore, it can be concluded that managing diversity and inclusion in the workplace requires a comprehensive approach that includes diversity management, inclusion in the organization, fair treatment, support from leadership, and the creation of a positive work environment.

Based on preliminary surveys conducted by the author among several students at Malikussaleh University, the phenomenon among students shows a tendency to seek jobs that have a social impact, are flexible, and are in line with personal values. Many are interested in sectors that contribute to society, entrepreneurship, or those that offer personal development. In addition, students are increasingly prioritizing work-life balance, seeking jobs that allow them to balance their studies, work, and personal lives. They are also more aware of the importance of mental and physical health. Students want an inclusive work environment where all employees are valued and have equal opportunities, with companies that support diversity and provide facilities that support employee welfare. The many preferences of Generation Z in choosing a job have made companies increasingly eager to keep up with current developments.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a systematic process for managing, developing, and optimizing the workforce within an organization. The focus is on planning, organizing, implementing, and controlling HR activities to ensure the availability of a competent, productive, and motivated workforce to effectively achieve organizational goals. Human resource management (HRM) is a strategic process of managing individuals within an organization. HR managers are responsible for directing employee efforts to achieve organizational goals through recruitment, development, and empowerment of human resources. The main objective is to optimize employee potential and transform them into valuable assets that contribute maximally to the success of the organization (Arraniri, 2021).

Meaningful work

Meaningful work is work that can provide meaning, purpose, and emotional satisfaction to every individual who does it. Generally, this work is in line with a person's principles and interests, so that it is not merely based on income, but can also provide benefits for oneself and the surrounding environment. Meaningful work can be interpreted as a perspective or attitude that a person chooses in viewing and interpreting the work they do (Wahyuni, 2017). Meaningful work has various dimensions of purpose that go beyond financial aspects. One important element is the ability to have a positive impact, either directly through helping others or indirectly through contributing to improving the quality of life of the community. Meaningful work is an activity that is in line with an individual's principles of life, interests, and ethical guidelines. When someone has meaningful work, they will feel emotional satisfaction and a sense of worth, as well as a connection to a broader purpose. The meaning of work can vary for each person, depending on their passion and expertise (Allan et al., 2016).

Work-life balance

The concept of work-life balance has become a major focus for organizations, companies, and employees because it has been proven to contribute significantly to increased productivity, which has a positive impact on individual and overall organizational performance (Murthy & Guthrie, 2012). The concept of balancing work and personal life is related to the harmonious division of time between these two aspects. It includes managing various work obligations and time for family, social interactions, and personal needs. Creating an ideal balance can have a positive impact on mental health, work effectiveness, and life satisfaction. When this balance is achieved, a person can enjoy benefits such as improved mental well-being, better performance, and a more satisfying quality of life. Given that Generation Z has a high vulnerability to stress and anxiety due to the demands to achieve perfect performance, work-life balance is an important aspect that needs to be implemented to support their mental health (Sakitri, n.d.). An imbalance between work and personal life can trigger higher stress levels in employees, while increasing their tendency to look for job opportunities elsewhere (Kumara & Fasana, 2018). The implementation of work-life balance should be viewed as a strategic step to ensure the sustainability and well-being of employees, as it can create a work environment that supports creativity and productivity, as well as reduce employee turnover. Especially for Generation Z, focusing on mental health can increase their commitment to the organization. This success requires cooperation from various

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parties to build an organizational culture that values the balance between the personal and professional aspects of employees.

An inclusive work environment

An inclusive work environment is a workplace ecosystem designed to value and leverage employee diversity, where all individuals feel accepted regardless of their ethnic background, gender, age, abilities, or sexual orientation. Diversity is seen as an asset that enriches organizational culture and drives innovation, creating a space where every voice is heard and valued. The emphasis on workforce diversity highlights the importance for organizations to recognize and manage differences among employees in the workplace in order to create a truly inclusive environment where every employee can contribute optimally (Diniarsa Maulidya Rosma & Lumban Batu Reminta, 2023). Inclusive practices include policies that provide equal opportunities for all employees, as well as programs and development that take into account the specific needs of individuals, thereby promoting employee satisfaction, motivation, and full potential. By providing equal access, companies not only increase employee satisfaction and motivation, but also create more diverse and competent teams. A comfortable and supportive work environment is crucial for improving employee job satisfaction because it creates a sense of being valued and supported in the performance of their duties (Yulianto Eko et al., 2023).

Generation Z Preferences

This generation, consisting of individuals born between the mid-1990s and early 2010s, highly values a balance between work and personal life. Generation Z not only prioritizes the practical and meaningful aspects of work, but also hopes to establish good relationships with their work environment, including their superiors, and to help each other in that environment (Megawati). They tend to seek jobs that offer flexibility, such as remote work options and adjustable working hours, so that they can better manage their personal and professional responsibilities. This balance is a priority because they believe that a good quality of life contributes to higher productivity. In addition to work-life balance, Generation Z places great importance on values and meaning in their work. They want to work for companies that have a clear social mission and are committed to diversity and sustainability. This generation tends to apply to organizations that demonstrate concern for social and environmental issues and create a positive impact on society. These values are very important to them, because they feel that meaningful work not only provides personal satisfaction, but also contributes to the world.

METHOD

Population and Sample

1. Population

Population is the total number of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions are drawn (Sujarweni, 2019). Meanwhile, according to (Sekaran, n.d.), population refers to the entire group of people, events, or things of interest that the research wants to investigate. The population in this study is all Malikussaleh University students who fall into the Generation Z category. The following is a table explaining the students at Malikussaleh University:

Table 1. Population of Malikussaleh University

| Faculty | Number of Students | Proportion (%) |
|--|--------------------|----------------|
| Faculty of Engineering | 7.023 | 35,92% |
| Faculty of Economics and Business | 3.239 | 16,56% |
| Faculty of Agriculture | 1.638 | 8,37% |
| Faculty of Law | 1.671 | 8,54% |
| Faculty of Medicine | 1.434 | 7,33% |
| Faculty of Social and Political Sciences | 3.452 | 17,65% |

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| | | |
|---|--------|-------|
| Faculty of Teacher Training and Education | 1.092 | 5,58% |
| Total Students | 19.548 | 100% |

Source: Malikussaleh University Bureau (2024)

2. Sample

A sample is a portion of a population's characteristics used for research (Sujarweni, 2019). For this study, the sampling technique used is non-probability sampling with the accidental sampling method. This technique was chosen because the researcher did not select respondents randomly from the population, but rather based on who happened to be available and willing to be respondents at the time of data collection. In other words, respondents are selected because they are easily accessible to the researcher, for example, Malikussaleh University students who are encountered on campus and are willing to fill out the questionnaire. To determine the sample in this study, the author uses the Slovin formula because the population size in this study is known with certainty. The Slovin formula for calculating the sample size is as follows:

$$\begin{aligned} n &= \frac{N}{1 + Ne^2} \\ n &= \frac{19548}{1 + (19548 \times 0.10^2)} \\ n &= \frac{19548}{1 + (19548 \times 0.01)} \\ n &= \frac{19548}{1 + 195.48} \\ n &= \frac{19548}{196.48} \\ &= 99.5 \end{aligned}$$

Based on the sample size calculation using the Slovin formula above, the result shows that the number of respondents to be included in the sample for this study is 100 respondents.

Instrument Measurement Scale

In this study, the measurement scale used was the Likert scale. According to (Sugiyono, 2017) “The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.” These indicators were then used as a starting point for compiling instrument items, which could be in the form of statements or questions, as shown in the following table:

| Table 2. Respondent Answers and Scores | |
|--|-------|
| Respondent Answer | Score |
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

RESULTS AND DISCUSSION

Validity and Reliability Test

1. Validity tets

Validity testing is used to assess whether research instruments, particularly questionnaires, are capable of measuring what they are supposed to measure. A questionnaire is considered valid if the questions or statements accurately represent the calculated r value with the table r value, and if the significance value is acceptable.

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Table 3. Validity Test Results

| Item | rcalculate | value Sig. | rtable | Description |
|------|------------|------------|--------|-------------|
| X1.1 | 0,411 | 0,001 | 0,254 | Valid |
| X1.2 | 0,559 | 0,000 | 0,254 | Valid |
| X1.3 | 0,665 | 0,000 | 0,254 | Valid |
| X1.4 | 0,708 | 0,000 | 0,254 | Valid |
| X1.5 | 0,618 | 0,000 | 0,254 | Valid |
| X1.6 | 0,582 | 0,000 | 0,254 | Valid |
| X2.1 | 0,724 | 0,000 | 0,254 | Valid |
| X2.2 | 0,439 | 0,000 | 0,254 | Valid |
| X2.3 | 0,669 | 0,000 | 0,254 | Valid |
| X2.4 | 0,809 | 0,000 | 0,254 | Valid |
| X2.5 | 0,732 | 0,000 | 0,254 | Valid |
| X2.6 | 0,502 | 0,000 | 0,254 | Valid |
| X3.1 | 0,665 | 0,000 | 0,254 | Valid |
| X3.2 | 0,573 | 0,000 | 0,254 | Valid |
| X3.3 | 0,695 | 0,000 | 0,254 | Valid |
| X3.4 | 0,745 | 0,000 | 0,254 | Valid |
| X3.5 | 0,629 | 0,000 | 0,254 | Valid |
| X3.6 | 0,474 | 0,000 | 0,254 | Valid |
| Y1 | 0,649 | 0,000 | 0,254 | Valid |
| Y2 | 0,432 | 0,001 | 0,254 | Valid |
| Y3 | 0,668 | 0,000 | 0,254 | Valid |
| Y4 | 0,617 | 0,000 | 0,254 | Valid |
| Y5 | 0,671 | 0,000 | 0,254 | Valid |
| Y6 | 0,561 | 0,000 | 0,254 | Valid |

Source: Processed data (2025)

Based on the validity test in the table above, it shows that the rhitung value obtained from each statement in the questionnaire regarding the variables of meaningful work, work-life balance, inclusive work environment, and preferences in choosing a job is greater than the rtable value and obtains a smaller significant value than the value used, which is 0.05. Therefore, it can be concluded that the data used in this study is valid.

2. Reliability Test

Table 4. Reability Test Result

| Variable | Cronbach's Alpha | Description |
|-------------------------------|------------------|-------------|
| Meaningful work | 0,638 | Reliable |
| Work-life balance | 0,755 | |
| Inclusive work environment | 0,681 | |
| Preferences in choosing a job | 0,613 | |

Source: Processed data (2025)

Based on the reliability test results in the table above, it shows that the Cronbach's alpha value obtained from the variables of meaningful work, work-life balance, inclusive work environment, and preferences in choosing a job is greater than 0.6. Therefore, it can be concluded that the data used in this study is reliable.

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Results of Classical Assumption Testing

1. Data Normality Test Results

Data normality testing is conducted to assess whether the data used in the study is normally distributed or not. This test is conducted to determine whether the data collected through questionnaires is normally distributed. The results of data normality testing using graphs in this study are as follows:

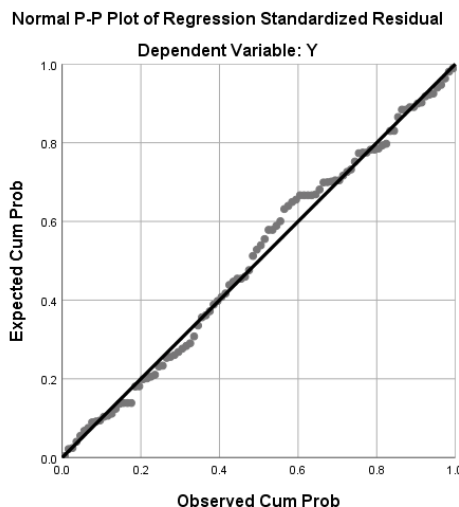


Image 1. Uji Normality Probability Plot

Based on the results of data normality testing using the normality probability plot test in the figure, it can be seen that the points in the graph are scattered around the diagonal line or follow the diagonal line. Therefore, it can be concluded that the data in this study is normally distributed. Furthermore, normality testing was carried out using statistical analysis through the Kolmogorov-Smirnov (K-S) test using the SPSS program, which can be seen in the following table:

Table 5. Kolmogorov Smirnov (K-S) Test Results

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 100 |
| Normal Parameters ^{a,b} | Mean | 0 |
| | Std. Deviation | 1,89752213 |
| Most Extreme Differences | Absolute | 0,073 |
| | Positive | 0,045 |
| | Negative | -0,073 |
| Test Statistic | | 0,073 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

Source: Processed data (2025)

Based on Table 5, the normality test results using the Kolmogorov-Smirnov statistical approach show an Asymp. Sig value of 0.200, which is greater than the specified significance value (0.05). Thus, it can be concluded that the independent variable (X) and dependent variable (Y) in this study are normally distributed.

2. Heteroscedasticity Test Results

The results of the heteroscedasticity test can be seen in the following figure:

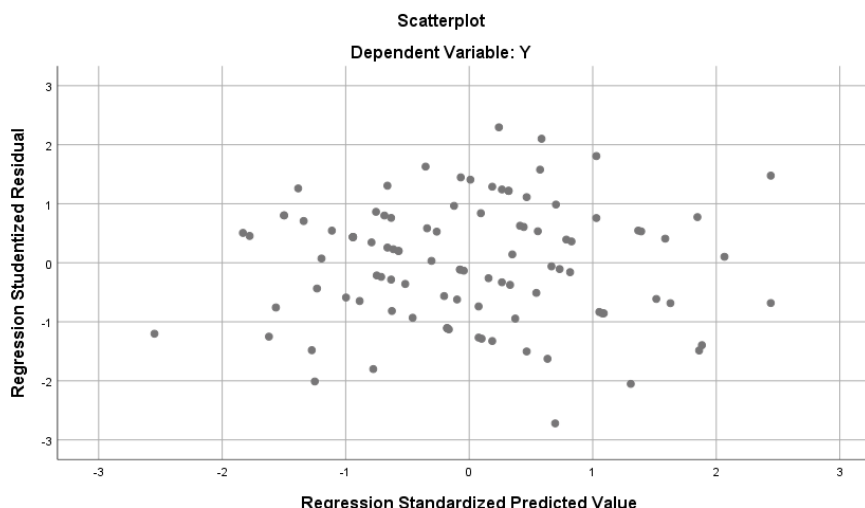


Image 2. Uji Heteroskedasitas

Based on the results of the heteroscedasticity test shown in Figure 4.2, it can be seen that the distribution of points on the scatterplot does not form a specific pattern and is scattered above and below the number 0 on the Y-axis. Thus, it can be concluded that the regression model used does not experience heteroscedasticity.

3. Multicollinearity Test

A good regression model should not have correlations between independent variables. Multicollinearity can be seen from the VIF (variance inflation factor) value. The general limits used to detect multicollinearity are tolerance < 0.10 or VIF > 10 .

- Multicollinearity does not occur if the tolerance value is > 0.10 or the VIF value is < 10 .
- Multicollinearity occurs if the tolerance is < 0.10 or the VIF value is > 10 .

Table 6. Multicollinearity Test Results

| Model | Collinearity Statistic | | Description |
|----------------------------|------------------------|-------|----------------------------|
| | Tolerance | VIF | |
| Meaningful work | 0,689 | 1,451 | Bebas Multikolinearitas |
| Work-life balance | 0,730 | 1,369 | |
| Inclusive work environment | 0,917 | 1,091 | |

Source: Processed data (2025)

Based on the multicollinearity test in Table 4.12, the VIF values for each study are as follows:

- The VIF value for the meaningful Work variable is $1.451 < 10$ and the tolerance value is $0.689 > 0.10$, so the meaningful Work variable is declared to have no multicollinearity.
- The VIF value for the Work-Life Balance variable is $1.3 < 10$ and the tolerance value is $0.730 > 0.10$, so the Work-Life Balance variable is declared to have no multicollinearity.
- The VIF value for the Inclusive Work Environment variable is $1.091 < 10$ and the tolerance value is $0.917 > 0.10$, so the Inclusive Work Environment variable is declared to have no multicollinearity.

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Results and Data Analysis

1. Multiple Linear Regression

Multiple linear regression analysis is an analysis to determine the effect of more than one independent variable on one dependent variable. The multiple linear regression analysis model is used to explain the relationship and the extent of the influence of independent variables on the dependent variable (Ghozali, 2021). The multiple linear regression equation is as follows:

Table 7. Multiple Linear Analysis Results

| | Unstandardized Coefficient | | Standardized Coefficients | t | Sig. |
|----------------------------|----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 6,799 | 2,885 | | 2,357 | 0,020 |
| Meaningful work | 0,337 | 0,108 | 0,325 | 3,134 | 0,002 |
| Work-life balance | 0,036 | 0,086 | 0,043 | 0,422 | 0,675 |
| Inclusive work environment | 0,308 | 0,086 | 0,321 | 3,567 | 0,001 |

Source: Processed data (2025)

Based on the results of data processing in the table, the following equation is obtained:

$$Y = 6.799 + 0.337X_1 + 0.036X_2 + 0.308X_3$$

Based on the results of the multiple linear regression equation above, the following results were obtained:

- The constant value obtained was 6.799, which means that if meaningful work (X1), work-life balance (X2), and an inclusive work environment (X3) have a fixed value of 6.799.
- The Meaningful Work (X1) variable obtained a coefficient value of 0.337. This shows that every increase in the perception of meaningful work will increase the preference of Generation Z students in choosing a job by 0.377.
- The Work-Life Balance (X2) variable obtained a coefficient value of 0.036. This shows that an increase in the perception of work-life balance only has a small effect on Generation Z students' preferences in choosing a job, namely 0.036.
- The inclusive work environment variable (X3) obtained a coefficient value of 0.308. This shows that the higher the students' perception of an inclusive work environment, the greater their preference for choosing a job will be, namely by 0.308.

2. Coefficient of Determination Test (R^2)

The coefficient of determination measures the extent to which the model can explain the dependent variable. The value used in this study is the Adjusted R2 value. The results of the coefficient of determination (R^2) test can be seen in the table below:

Table 8. Coefficient of Determination Test Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0,538 ^a | 0,289 | 0,267 | 1,927 |

Source: Processed data (2025)

Based on the results of the coefficient of determination test in the table above, a correlation coefficient (R) value of 0.538 was obtained. This value indicates that there is a relationship between meaningful work, work-life balance, and an inclusive work environment on the job preferences of Generation Z students at Malikussaleh University

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Malikussaleh University in choosing a job. Meanwhile, the coefficient of determination (R Square) value is 0.289, which means that the variables of meaningful work, work-life balance, and an inclusive work environment together can explain 28.9% of the variation that occurs in the preferences of Generation Z students at Malikussaleh University in choosing a job. Meanwhile, the Adjusted R Square value of 0.267 shows that the regression model in this study is able to explain 26.7% of the variation in the dependent variable. The remaining 73.3% is explained by other factors outside the model that were not examined in this study.

3. Simultaneous F Test

The criterion for testing hypotheses using F statistics is that if the F significance value is < 0.05 , then the alternative hypothesis is accepted, which states that all independent variables simultaneously and significantly affect the dependent variable (Ghozali, 2021).

| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|--------|--------------------|
| 1 | Regression | 144,932 | 3 | 48,311 | 13,011 | 0,000 ^b |
| | Residual | 356,458 | 96 | 3,713 | | |
| | Total | 501,390 | 99 | | | |

Source: Processed data (2025)

Based on the regression test results in Table 4.16, the simultaneous regression test (F test) results in an F value of 13.011, which is greater than the F table value of 2.70 ($13.011 > 2.70$) with a significance level of 0.000, which is less than the predetermined significance level of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that meaningful work (X1), work-life balance (X2), and an inclusive work environment (X3) simultaneously influence preferences in choosing a job (Y).

Hypothesis Testing

1. Partial Test (t)

Table 9. Partial Test Results (t)

| | Coefficients ^a | | | | |
|----------------------------|----------------------------|------------|---------------------------|-------|-------|
| | Unstandardized Coefficient | | Standardized Coefficients | | Sig. |
| | B | Std. Error | Beta | t | |
| 1 (Constant) | 6,799 | 2,885 | | 2,357 | 0,020 |
| Meaningful work | 0,337 | 0,108 | 0,325 | 3,134 | 0,002 |
| Work-life balance | 0,036 | 0,086 | 0,043 | 0,422 | 0,674 |
| Inclusive work environment | 0,308 | 0,086 | 0,321 | 3,567 | 0,001 |

Source: Processed data (2025)

Based on the results of the test in Table 4.16, the following partial test (t-test) results can be obtained:

- The meaningful Job variable obtained a significant value of 0.002 or less than the significance level used, which is 0.05 ($0.002 < 0.05$) and obtained a t-count value of 3.134, which is greater than the t-table value of 1.985 ($3.134 > 1.985$) and has a coefficient value of 0.337. Thus, it can be concluded that the meaningful work variable has a significant effect on preferences in choosing a job.
- The Work-Life Balance variable obtained a significance value of 0.674, which is greater than the significance level used, namely 0.05 ($0.674 > 0.05$), and obtained a t-value of 0.422, which is smaller than the t-table value of 1.985 ($0.422 < 1.985$) and has a coefficient value of 0.036. Therefore, it can be concluded that the Work-Life Balance variable does not significantly influence job selection preferences.

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- c. The Inclusive Work Environment variable obtained a significance value of 0.001, which is smaller than the significance level used, which is 0.05 ($0.001 < 0.05$), and obtained a t-count value of 3.567, which is greater than the t-table value of 1.985 ($3.567 > 1.985$). and has a coefficient value of 0.308. Therefore, it can be concluded that the inclusive work environment variable has a significant effect on job selection preferences.

Discussion

1. The influence of meaningful work on preferences in choosing a job

Meaningful work variables have a significantly smaller value than the significance level used and obtain a positive coefficient value. Thus, it can be concluded that the relationship between meaningful work and student preferences in choosing a job is unidirectional. This means that when students' perceptions of meaningful work increase, their preferences in choosing a job also increase. Thus, it can be concluded that meaningful work has a positive and significant effect on the preferences of Generation Z students at Malikussaleh University in choosing a job.

2. The Influence of Work-Life Balance on Students' Preferences in Choosing a Job

The results of the study show that the Work-Life Balance variable has a greater significance value than the significance value used, as well as a very small regression coefficient. This indicates that the work-life balance variable does not have a significant effect on students' preferences in choosing a job. In other words, even though Generation Z students have views on work-life balance, this factor is not strong enough to influence their preferences in choosing a job. Therefore, the hypothesis that work-life balance influences students' preferences in choosing a job is rejected.

3. The Influence of an Inclusive Work Environment on Students' Preferences in Choosing a Job

Hasil penelitian menunjukkan bahwa variabel lingkungan kerja yang inklusif memiliki nilai signifikansi lebih kecil dibandingkan nilai signifikansi yang digunakan dan nilai koefisien regresi yang positif. Hal ini berarti bahwa semakin tinggi persepsi mahasiswa terhadap inklusivitas suatu lingkungan kerja, maka semakin tinggi pula preferensi mereka dalam memilih pekerjaan di lingkungan tersebut. Dapat disimpulkan bahwa lingkungan kerja yang inklusif berpengaruh positif dan signifikan terhadap preferensi mahasiswa generasi Z dalam memilih pekerjaan. Oleh karena itu, hipotesis yang menyatakan bahwa lingkungan kerja yang inklusif berpengaruh positif terhadap preferensi mahasiswa dalam memilih pekerjaan diterima.

CONCLUSION

Meaningful work and an inclusive work environment have a positive and significant effect on Generation Z students' preferences at Malikussaleh University when choosing a job, while work-life balance has a positive but insignificant effect. Simultaneously, these three variables have a significant effect on students' career preferences, although there are other factors outside the scope of this study that also influence them.

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