



KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS BUDI LUHUR
NOMOR : K/UBL/FEB/000/020/02/26

TENTANG :

PENGANGKATAN DOSEN PEMBIMBING TUGAS AKHIR (TESIS)
PROGRAM MAGISTER (S2)
FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS BUDI LUHUR
SEMESTER GENAP TAHUN AKADEMIK 2025/2026

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- b) Bahwa dalam hubungan ini, dipandang perlu mengangkat Dosen Pembimbing Tugas Akhir (Tesis) Periode Semester Genap Tahun Akademik 2025/2026 bagi mahasiswa Fakultas Ekonomi dan Bisnis Universitas Budi Luhur;
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- PERTAMA : Menunjuk Dosen Fakultas Ekonomi dan Bisnis Program Magister (S2) Universitas Budi Luhur yang nama-namanya tercantum pada lampiran surat keputusan ini sebagai Dosen Pembimbing Tugas Akhir (Tesis) Semester Genap 2025/2026.
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- KETIGA : Dalam melaksanakan tugasnya Dosen Pembimbing Tugas Akhir bertanggung jawab kepada Dekan Fakultas Ekonomi dan Bisnis Universitas Budi Luhur melalui Ketua Program Studi.
- KEEMPAT : Keputusan ini berlaku sejak tanggal ditetapkan dan akan diubah sebagaimana mestinya apabila di kemudian hari diketahui terdapat kekeliruan.

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**MODEL INTEGRATIF *SUSTAINABLE PERFORMANCE* GEN Z:
MENGUJI PERAN *WORK ENGAGEMENT* SEBAGAI
PEMEDIASI *WORK-LIFE BALANCE* DAN FLEKSIBILITAS
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HALAL (BPJPH)**

TESIS



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**PROGRAM STUDI MAGISTER MANAJEMEN
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**MODEL INTEGRATIF *SUSTAINABLE PERFORMANCE* GEN Z:
MENGUJI PERAN *WORK ENGAGEMENT* SEBAGAI PEMEDIASI
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ABSTRACT

2431600077

ISTIKA MINARNI

An Integrative Model of Gen Z Sustainable Performance: Examining Work Engagement as a Mediator of Work-Life Balance and Work Flexibility at the Halal Product Assurance Organizing Agency (BPJPH)

(xv preliminary pages, 158 pages, 2026, 3 figures, 33 tables, 5 appendices)

This study examines the effects of work-life balance and work flexibility on the individual sustainable performance of Generation Z employees at BPJPH through work engagement. A quantitative survey approach with purposive sampling was employed, and the data were analyzed using Partial Least Squares Structural Equation Modeling. The findings show that work-life balance does not directly affect sustainable performance, whereas work flexibility has a direct effect. Work-life balance and work flexibility affect work engagement, while work engagement affects sustainable performance. Work engagement mediates the effect of work-life balance but does not mediate the effect of work flexibility on sustainable performance. These findings highlight the need for BPJPH to prioritize work engagement through meaningful work, leadership support, feedback, competency development, and workload management, with work-life balance and work flexibility serving as supporting resources for sustainable employee performance.

Keywords: work-life balance, work flexibility, work engagement, sustainable performance, Generation Z, BPJPH, PLS-SEM.

ABSTRAKSI

2431600077
ISTIKA MINARNI

Model Integratif *Sustainable Performance* Gen Z: Menguji Peran *Work Engagement* sebagai Pemediasi *Work-Life Balance* dan Fleksibilitas Kerja pada Badan Penyelenggara Jaminan Produk Halal (BPJPH)

(xv halaman, 158 halaman, 2026, 3 gambar, 33 tabel, 5 lampiran)

Penelitian ini menganalisis pengaruh *work-life balance* dan fleksibilitas kerja terhadap *sustainable performance* individu pegawai Gen Z BPJPH melalui *work engagement*. Penelitian menggunakan pendekatan kuantitatif dengan metode survei dan *purposive sampling*. Data dianalisis menggunakan *Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Hasil penelitian menunjukkan bahwa *work-life balance* tidak berpengaruh langsung terhadap *sustainable performance*, sedangkan fleksibilitas kerja berpengaruh langsung. *Work-life balance* dan fleksibilitas kerja berpengaruh terhadap *work engagement*, dan *work engagement* berpengaruh terhadap *sustainable performance*. *Work engagement* memediasi pengaruh *work-life balance*, tetapi tidak memediasi pengaruh fleksibilitas kerja terhadap *sustainable performance*. Temuan ini menegaskan bahwa BPJPH perlu memprioritaskan penguatan *work engagement* melalui pekerjaan yang bermakna, dukungan pimpinan, umpan balik, pengembangan kompetensi, dan pengelolaan beban kerja, dengan *work-life balance* serta fleksibilitas kerja sebagai sumber daya pendukung kinerja berkelanjutan.

Kata kunci: *work-life balance*, fleksibilitas kerja, *work engagement*, *sustainable performance*, Gen Z, BPJPH, SEM-PLS.

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