

THE INFLUENCE OF THE WORK ENVIRONMENT AND WORK-LIFE BALANCE ON THE ORGANIZATIONAL COMMITMENT OF GENERATION Z EMPLOYEES IN THE START-UP INDUSTRY

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Abstract. Investigation into how the employee commitment of Generation Z personnel navigating the start-up sector is shaped by their immediate workplace surroundings alongside their equilibrium between personal and professional domains forms the core objective of this paper, focusing specifically on the context of Shopee Indonesia. The intersection of accelerated digital expansion and fluid corporate cultures within technology ventures frequently complicates the preservation of organizational loyalty and stable lifestyle integration for this demographic group. Methodologically, an empirical strategy relies on primary data gathered from survey instruments administered to 100 individuals representing Generation Z within the specified firm. Because the broader universe of potential respondents could not be quantified, the sizing of this participant group was determined mathematically through the standard probability estimation framework for undefined populations. The analytical framework positions workplace surroundings as the initial explanatory factor, equilibrium between personal and professional domains as the subsequent explanatory factor, and organizational dedication as the outcome criterion. Methodological rigor was maintained through consistency and accuracy verifications, standard diagnostic screens for linear models, estimation of multi-variable linear dependencies, association metrics, explanatory variance proportions, alongside individual parameter significance and overall model variance evaluations executed via statistical computation applications.

Keywords: Work Environment; Work-Life Balance; Employee Commitment; Generation Z; Start-Up Industry

1. INTRODUCTION

The economic landscape of Indonesia now heavily relies on the technological arena and the digital marketplace as primary growth engines, a trajectory catalyzed by the profound systemic shifts of the current automation era. This structural transition coincides with a rapid proliferation of emerging technology firms that leverage advanced technological frameworks, anchor their operations in continuous innovation, and pursue aggressive market scalability. Operating at the forefront of this digital shift, Shopee has established itself as a major e-commerce power across Southeast Asia and the domestic market, serving as an empirical case study for the volatile operational environment of this sector (Annur, 2024:2). The capacity of Shopee to reshape purchasing habits and capture substantial market share has transformed its corporate environment into an exceptionally fast-paced workspace, setting the operational standard for competing digital enterprises.

Concurrently, tech-driven enterprises are experiencing a noticeable evolution in their human capital landscape, with individuals born between 1997 and 2012, collectively known as Generation Z, increasingly filling foundational operational and design roles. This demographic cohort introduces distinct behavioral traits that diverge sharply from their professional predecessors; while possessing native technical literacy, they place a premium on mental health preservation and professional independence. As observed by Schroth, H. (2019:21). Rather than

pursuing financial remuneration alone, these professionals seek intrinsic purpose and organizational alignment within their roles, resulting in workplace expectations that depart significantly from traditional corporate viewpoints.

Conversely, the digital retail environment exemplified by Shopee necessitates rapid operational cycles, immediate strategic execution, and constant staff responsiveness to sustain round-the-clock marketplace operations. Such corporate atmospheres are frequently defined by intense performance expectations, creating structural friction with the lifestyle preservation desires inherent to this younger workforce. This highly demanding corporate framework, fueled by persistent corporate pressures and prevailing performance-driven mindsets, poses a direct threat to the equilibrium between professional tasks and personal activities. When these boundaries blur, younger personnel often struggle to reconcile corporate obligations with external life, accelerating psychological exhaustion and career fatigue (Pratama & Setiadi, 2021:85). Driven by these intersecting organizational challenges, this investigation seeks to evaluate the structural connections outlined in the inquiry titled *“The Influence of the Work Environment and Work-Life Balance on the Organizational Commitment of Generation Z Employees in the Start-Up Industry”*

Problem Formulation

Reflecting the contextual friction detailed in the preceding narrative, the core academic inquiries are structured through the following parameters:

1. Is the institutional loyalty of Generation Z personnel at Shopee statistically altered by their immediate corporate surroundings?
2. Does the equilibrium maintained between professional duties and personal life dictate the institutional loyalty of Generation Z personnel at Shopee?
3. Do corporate surroundings and personal-professional equilibrium collectively shape the institutional loyalty of Generation Z personnel at Shopee??

2. LITERATURE REVIEW

2.1 Work Environment

Corporate surroundings encompass all external elements encompassing personnel that can modify their behavioral and operational approach when executing assigned mandates, whether through immediate contact or subtle systemic influence. Fundamentally, this operational ecosystem dictates the structural backdrop against which human resources perform their daily routines. The quality of this organizational setting holds substantial weight, given its direct bearing on psychological comfort, occupational safety, professional contentment, internal drive, and subsequent workforce efficiency and operational output. As articulated by Sedarmayanti (2017:25), these workplace surroundings comprise the collective apparatus and materials encountered by personnel, the immediate physical setting of their labor, operational methodologies, and the structural organization of tasks across individual and collaborative spheres.

In a similar vein, Mangkunegara (2017:105) describes these corporate surroundings as the total sum of physical instruments and operational resources utilized, the geographic or architectural space hosting the professional, the procedural workflows adopted, and the systemic distribution of labor both independently and within teams.

Expanding on these spatial dynamics, Danang Sunyoto (2012:43) defines the corporate setting as the entire matrix of external factors framing the workforce that possesses the capacity to adjust their focus during task execution, highlighting variables like sanitary standards, acoustic backdrops, and illumination qualities. This conceptualization offers tangible illustrations of

tangible elements like sanitation and light alongside mental catalysts like acoustic environments that serve as operational stimulants or structural supports.

2.2 Work Environment Indicators

a. Physical Work Environment Indicators

The tangible corporate setting denotes the collective material and spatial characteristics bounding the workspace that directly bear upon personnel behavior. According to Nitisemito (2015:183), these include:

1. Description/Lighting
2. Temperature and Air Circulation
3. Cleanliness and Neatness
4. Noise Level
5. Layout

b. Non-Physical (Psychosocial) Work Environment Indicators

1. Employee Relations
2. Relationship with Superiors
3. Well-being and Security
4. Organizational Structure
5. Justice and Opportunity

2.3 Work-Life Balance

The equilibrium between personal and professional domains reflects the capacity of an individual to reconcile corporate obligations with domestic, social, and personal responsibilities in a non-conflicting manner. Within volatile digital enterprise models characterized by intensive operational tempos, this state of equilibrium serves as an essential pillar for safeguarding human capital durability and psychological health.

From the perspective of Abdirahman et al (2020:235), this lifestyle equilibrium operates as a subjective assessment where occupational duties and external activities show compatibility, moving in tandem to foster personal development aligned with current individual life milestones.

Additionally, Ganapathi and Gilang (2016:11) characterize this equilibrium as a psychological framework wherein staff members perceive themselves as capable of allocating temporal and energetic resources to address both corporate mandates and private needs, thereby preventing structural disparities that generate career burnout..

To quantify the degree of personal and professional stabilization among staff members, particularly amidst the volatile shifts of the technology startup sector, analytical metrics established by Fisher et al. (2014:14) serve as the structural framework. This assessment model evaluates four core foundational dimensions:

Yes	Dimensions	Key Indicators	Resources & Pages
1	WIPL	The extent to which work can interfere with personal life.	Fisher, dkk. (2014:14)
2	PLIW	The extent to which personal life interferes with work.	Fisher, dkk. (2014:14)
3	PLEW	The extent to which personal life can improve work performance.	Fisher, dkk. (2014:14)
4	WEPL	The extent to which work can improve the quality of personal life.	Fisher, dkk. (2014:14)

The degree of professional loyalty reflects the intensity of an emotional bond, psychological alignment, and individual absorption within the corporate structure where a professional

operates. Workforce members who exhibit high levels of dedication do not merely execute tasks for financial incentives; rather, they maintain a deeply rooted intention to remain embedded within the enterprise and channel maximum effort toward actualizing organizational milestones. As outlined by Luthans (2020:147), institutional allegiance constitutes an intense aspiration to preserve membership within a specific enterprise, a willingness to exert significant effort on behalf of the entity, alongside an absolute conviction in and endorsement of corporate principles and structural targets.

Similarly, Robbins & Judge (2019:112) describe this orientation as a psychological state where an individual aligns closely with the objectives of a specific enterprise and deliberately plans to sustain their structural inclusion within that collective.

Furthermore, Colquitt, LePine, & Wesson (2019:64) conceptualize dedication as the internal choice of a professional to preserve their corporate affiliation. This specific variable serves as the primary mechanism dictating whether an individual maintains continuity with the current enterprise or terminates their employment to seek alternative career options.

2.4 Employee Commitment Indicators

Metrics for institutional dedication serve as analytical parameters to evaluate the depth of an individual's psychological integration within the enterprise. Grounded in the classic multi-dimensional framework that has been re-examined within modern structural management, these evaluation components comprise:

- a. Affective Commitment
- b. Ongoing Commitment
- c. Normative Commitment

3. RESEARCH METHODS

This academic inquiry utilizes an empirical, data-driven methodology to examine the variables under review. An empirical, numbers-based methodology operates primarily through an analytical deduction framework. This system initiates from a conceptual matrix, established theoretical models, and the insights of the investigator shaped by professional exposure, which subsequently drives the formulation of core inquiries and hypothetical answers designed to receive validation through structural field observations and quantifiable metrics, as detailed by Sugiyono (2020:8).

Population and Sample

The broader group identified for this evaluation comprises professionals currently employed at Shopee, focusing on a specific segment consisting of 100 individuals. The mechanism for isolating the participant subset relies on the mathematical probability model established by Cochran. According to Cochran (1977), this mathematical probability model provides a standardized approach to calculating a statistically sufficient participant size for field surveys, particularly when the exact parameters of the total universe are undefined or excessively broad.

Table 1. Likert Scale

Statement	Value
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

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Variable Operations

The operationalization of the variables examined in this investigation is grounded in established academic literature, which provides the rationale for each conceptual definition. To ensure structural clarity, these parameters are detailed systematically within the framework of Table 2.

Table 2. Variable Operations

Yes	Variabel	Definition	Indicator	Scale
1	Work Environment	The work environment is everything that is around the worker and that can influence him in carrying out the tasks he is assigned. According to (Nitisemito, 1992).	1. Lighting/Lighting 2. Temperature and Air Circulation 3. Cleanliness and Neatness 4. Noise Level 5. Layout 6. Employee Relations 7. Relationship with Superiors 8. Well-being and Security 9. Organizational Structure 10. Justice and Opportunity	Likert 1-5
2	Work-Life Balance	Clark defines WLB as the satisfaction experienced by an individual when he or she is able to meet the demands of work and family roles in a balanced manner, where resources are allocated equitably between those roles. According to Clark (2000).	1. Time Balance 2. Involvement Balance 3. Satisfaction Balance 4. Work-to-Personal Interference (WIPL) 5. Organizational Support 6. Autonomy	Likert 1-5
3	Employee Commitment	Affective Commitment reflects the positive bond of employees to the organization, characterized by a sense of belonging, loyalty, and love for the company. According to Luthans (2011).	1. Affective Commitment 2. Ongoing Commitment 3. Normative Commitment	Likert 1-5

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Data Analysis Methods

The analytical protocols deployed to interpret the empirical material encompass structural accuracy verifications, internal consistency measures, ordinary least squares diagnostic screens—specifically encompassing error distribution checks, independent variable collinearity screens, and variance uniformity verifications—alongside multi-variable linear estimation models, directional association metrics, structural proposition verifications through joint distribution metrics and independent parameter evaluations, and lastly, explanatory variance proportion estimations.

4. RESULTS AND DISCUSSION

Validity and Reliability Tests

Structural accuracy verification is executed to determine the measurement precision of the survey instruments. For this operational step, the analytical assessment was processed utilizing statistical calculation software, evaluating a 30-item measurement scale across a participant pool of 100 respondents. Once the participant feedback was systematically compiled, the decision-making metric for this accuracy test was governed by the product-moment correlation formula developed by Pearson, applying the following criteria:

Table 3. Validity Test

No	Work Environment	Calculation	Table	Conclusion
1	Question 1	0,528	0,195	Valid
2	Question 2	0,649	0,195	Valid
3	Question 3	0,731	0,195	Valid
4	Question 4	0,747	0,195	Valid
5	Question 5	0,541	0,195	Valid
6	Question 6	0,632	0,195	Valid
7	Question 7	0,662	0,195	Valid
8	Question 8	0,527	0,195	Valid
9	Question 9	0,602	0,195	Valid
10	Question 10	0,703	0,195	Valid
No	Work-Life Balance	Calculation	Table	Conclusion
1	Question 1	0,596	0,195	Valid
2	Question 2	0,635	0,195	Valid
3	Question 3	0,613	0,195	Valid
4	Question 4	0,660	0,195	Valid
5	Question 5	0,665	0,195	Valid
6	Question 6	0,640	0,195	Valid
7	Question 7	0,731	0,195	Valid
8	Question 8	0,770	0,195	Valid
9	Question 9	0,667	0,195	Valid
10	Question 10	0,703	0,195	Valid
No	Employee Commitment	Calculation	Table	Conclusion
1	Question 1	0,584	0,195	Valid
2	Question 2	0,609	0,195	Valid
3	Question 3	0,672	0,195	Valid
4	Question 4	0,775	0,195	Valid
5	Question 5	0,738	0,195	Valid
6	Question 6	0,709	0,195	Valid
7	Question 7	0,747	0,195	Valid
8	Question 8	0,781	0,195	Valid
9	Question 9	0,752	0,195	Valid
10	Question 10	0,607	0,195	Valid

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Table 4. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.834	10

Classic Assumption Test

Data Normality Test

Error distribution verification is conducted to evaluate whether the compiled data adheres to a standard Gaussian distribution pattern. The analytical assessment in this investigation is executed utilizing the non-parametric Kolmogorov-Smirnov statistical framework, with the following criteria governing the interpretive decision-making process:

- a. When the calculated asymptotic significance value of the standardized residual exceeds the threshold of 0.05, the underlying data distribution is verified as conforming to normal parameters.
- b. Conversely, when the calculated asymptotic significance value of the standardized residual falls below the threshold of 0.05, the underlying data distribution is verified as deviating from normal parameters.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			100
Normal Parameters ^{a,b}	Mean		0E-7
	Std. Deviation		3.86654901
Most Extreme Differences	Absolute		.052
	Positive		.052
	Negative		-.041
Kolmogorov-Smirnov Z			.518
Asymp. Sig. (2-tailed)			.951
a. Test distribution is Normal.			
b. Calculated from data.			

Multicollinearity Test

Multicollinearity is a condition in which there is a correlation or strong relationship between two or more independent variables in a multiple regression analysis model. With the criteria, if the tolerance value is > 0.1 and the VIF value is < 10 , then there are no symptoms of multicollinearity, but if the tolerance value is < 0.1 and the VIF value is > 10 , then there are symptoms of multicollinearity

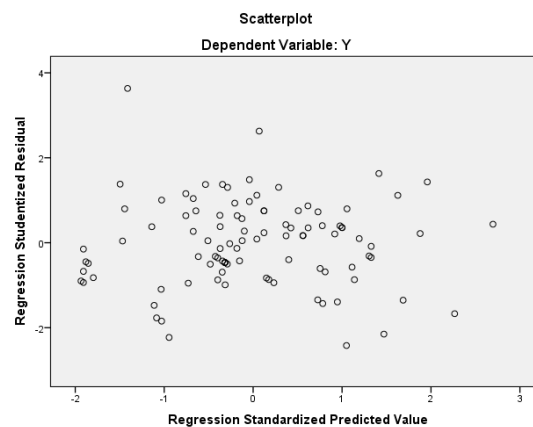
Table 6. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.773	1.554		3.071	.003		
	X1	.139	.107	.119	1.306	.195	.442	2.263
	X2	.712	.092	.708	7.749	.000	.442	2.263
a. Dependent Variable: Y								

Heteroscedasticity Test

The technique applied to detect the presence or absence of unequal error variance involves examining the distribution patterns within a graphical residual plot generated via statistical analysis applications. Interpreting the variance behavior within this graphical plane relies on specific structural characteristics: if the plotted data points form a recognizable, systematic arrangement—such as a wave-like sequence, a expanding funnel, or a constricting configuration—it indicates that unequal variance is present in the system. Conversely, if the distribution of data points appears scattered randomly above and below the zero baseline on the vertical axis without exhibiting any identifiable or repetitive configuration, the linear estimation model can be confirmed as free from unequal error variance. The resulting graphical distribution observed in this investigation is detailed below:

Table 7. Heteroscedasticity Test



Linear Tests

Multi-variable linear estimation frameworks are deployed to evaluate how a pair or a greater number of explanatory factors collectively alter the behavior of a single outcome criterion. This multi-variable linear evaluation was processed using statistical calculation software, yielding the empirical parameters detailed below:

Table 8. Multiple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.847	.943		4.079	.000
	X1	-.104	.065	-.242	-1.608	.111
	X2	.059	.056	.159	1.054	.295

a. Dependent Variable: ABS_RES

Based on table 21 above, the regression model obtained is as follows: $Y = 3.847 + 0.104X_1 + 0.059X_2$

The structural behavior of the resulting linear estimation equation can be interpreted through the following points:

1. The intercept value fixed at 3.847 indicates that if the operational conditions of workplace

surroundings (X1) and lifestyle equilibrium (X2) remain entirely unaltered or stagnant, the baseline magnitude for organizational dedication (Y) will rest at 3.847 units.

2. The directional slope coefficient calculated for workplace surroundings (X1) at 0.104 implies that for every single-unit improvement within the corporate setting, the overall value of that specific variable shifts upward by 0.104 units, under the assumption that all intersecting factors remain completely constant.
3. The directional slope coefficient calculated for lifestyle equilibrium (X2) at 0.059 signifies that with each single-unit advancement in the balancing of personal and professional domains, the corresponding variable expands by 0.059 units, provided that remaining structural elements experience no change.

Correlation Analysis

Individual parameter verification is employed in this investigation to ascertain whether the explanatory factor independently alters the bounded criterion. The empirical metrics derived from this independent parameter test are subsequently evaluated against the critical statistical distribution threshold using a significance margin of 0.05, applying the following decision criteria:

Table 9. Correlation Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801a	.642	.635	3.90621
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Uji Hypothesis

1. Partial Hypothesis Test (t-test)

The proposition is validated if the computed statistical value falls below the critical threshold or if the observed significance exceeds the alpha boundary, whereas it is overturned if the computed statistical value surpasses the critical threshold or the observed significance drops below the alpha boundary.

Table 10. T Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.773	1.554		3.071	.003		
	X1	.139	.107	.119	1.306	.195	.442	2.263
	X2	.712	.092	.708	7.749	.000	.442	2.263
a. Dependent Variable: Y								

1. Variables of the Work Environment Against the Work Environment

$H_0 : \leq 0, \beta_1$ There is no positive influence between the work environment on the work-life balance of Shopee employees.

$H_1 : > 0, \beta_1$ There is a positive influence between the work environment on the work-life balance of Shopee employees.

Reflecting the empirical values documented within the analytical output, corporate surroundings demonstrate a direct relationship with organizational dedication, exhibiting a slope magnitude of 0.104. This initial proposition was validated because the analytical execution revealed a calculated parameter of 1.608 alongside an observed significance metric of 0.111. Consequently, the first hypothesis receives confirmation, establishing that workplace surroundings (X1) exert an upward and meaningful change on organizational dedication (Y).

2. Variabel Work-Life Balance Terhadap Work-Life Balance

$H_0 : \leq 0, \beta_2$ There is no positive influence between work-life balance on shopee employee commitment.

$H_2 : > 0, \beta_2$ There is a positive influence between work-life balance on the commitment of Shopee employees.

2. Simultaneous Hypothesis Test (F Test)

Joint variance evaluation is executed to determine whether the collective matrix of explanatory factors, specifically corporate surroundings (X1) and lifestyle equilibrium (X2), simultaneously exert a meaningful change on the outcome criterion, namely organizational dedication (Y). The empirical output of this collective verification can be observed within the final structural parameters of the variance breakdown matrix, governed by the following interpretive principles:

- a. If (sig.) value < 0.05 or Fcal > F-table then H_0 it is rejected and accepted H_3
- b. If (sig.) value > 0.05 or Fcal < F-table, then H_0 it is rejected and rejected H_3

Table 11. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2654.680	2	1327.340	86.990	.000b
	Residual	1480.070	97	15.258		
	Total	4134.750	99			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Coefficient Determination Analysis

The explanatory variance proportion metric is utilized to quantify the specific percentage of fluctuations within the bounded criterion that can be accounted for by the combined explanatory factors within the linear estimation framework. The empirical parameters generated from this variance proportion analysis via statistical calculation applications are detailed below.

Table 12. Results of Determination Coefficient Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801a	.642	.635	3.90621
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

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