

Generation Z in the Workplace : How Work-Life Balance and Job Satisfaction Drive Turnover Intention in Indonesia

1st Saleh Aruna Sidiq, 2nd Sary Fetty Poerwita

¹ Student, Business Management Telecommunication and Informatics, Bandung, Indonesia

² Lecturer, Business Management Telecommunication and Informatics, Bandung, Indonesia

Email : ¹ arunasidiq@student.telkomuniversity.ac.id, ² fettyps@telkomuniversity.ac.id

Abstract: This research explores the impact of work-life balance and job satisfaction on the propensity of Generation Z employees in Indonesia to leave their jobs. A quantitative methodology was employed, with participant selection guided by Hair's formula using a purposive sampling approach. Information was gathered from 250 Generation Z workers across diverse Indonesian locales via questionnaires, with additional data sourced from secondary materials. The analytical approach involved Partial Least Square Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0.9.6 software. Findings revealed a significant negative relationship between Work-Life Balance and Turnover Intention (H1 supported), and similarly, Job Satisfaction demonstrated a significant negative influence on Turnover Intention (H2 supported). Moreover, both Work-Life Balance and Job Satisfaction collectively showed a significant impact on Turnover Intention (H3 supported). The study ascertains that enhanced work-life balance and greater job satisfaction are linked to a diminished inclination among staff to seek alternative employment. Suggestions are offered for organizations to bolster work flexibility and elevate overall job contentment, thereby mitigating turnover intentions within the Indonesian Generation Z workforce.

Keywords: Work-Life Balance. Job Satisfaction, Turnover Intention. Z Generation

INTRODUCTION

The contribution of human resources (HR) is crucial for organizational triumph, achieved through enhanced productivity and a competitive edge. Proficient HR management extends beyond mere performance upliftment; it also involves fostering a nurturing and secure occupational setting that allows for the cultivation of employee capabilities. Presently, individuals from Generation Z, born between 1997 and 2012, form a substantial segment of Indonesia's productive-age demographic. Their distinct attributes as digital natives, coupled with a strong preference for adaptable work arrangements and a healthy work-life equilibrium, necessitate organizational adjustments. A 2024 Jakpat survey highlights that while a majority of Generation Z individuals express contentment with their current roles, a considerable portion would contemplate job changes if workplace conditions, particularly those concerning work-life integration and psychological well-being, prove unsatisfactory. The escalating trend of turnover intention among younger employees has emerged as a prominent challenge for HR management paradigms. Periyadi et al. [1] identify job dissatisfaction, friction between professional and personal spheres, and feelings of organizational unfairness as principal catalysts for an increased desire to depart from a job. This view is corroborated by multiple studies indicating that work-life balance and job satisfaction bear a significant, inverse relationship with turnover intention. Diverging from prior academic works, this investigation makes a unique contribution by assessing Generation Z across Indonesia's varied sectors with the SEM-PLS technique, a methodological tool that has seen scarce application for this age group in the national setting. Consequently, this research endeavors to scrutinize the ways in which work-life balance and job satisfaction affect the turnover intentions of Generation Z personnel in Indonesia. The outcomes are anticipated to lay a groundwork for crafting employee retention tactics more attuned to

LITERATURE REVIEW

Human Resource Management and Organizational Behavior

The attainment of organizational objectives is heavily dependent on its human capital, establishing HR as an element of utmost importance. Dudija et al. [3] asserted that HR is the pivotal factor in an organization's success, thereby requiring adept stewardship. Dessler [4] describes human resource management as encompassing a spectrum of duties, such as talent acquisition, staff development, performance evaluation, compensation management, and the preservation of fair and safe work conditions for all employees. Organizational behavior is understood as the methodical study of how individuals, groups, and organizational frameworks shape workplace conduct, aiming to boost overall organizational efficacy. A comparable perspective was offered by Dudija et al. [6], who characterized organizational behavior as the practical utilization of insights into group dynamics and organizational structures to enhance the operational effectiveness of an organization.

Work-Life Balance

The notion of work-life balance relates to a person's capacity to effectively integrate their professional responsibilities with different facets of their personal existence. Robbins and Judge [5] contend that enterprises failing to support WLB typically face challenges in retaining skilled and driven personnel. Concurrently, Sismawati and Eisha [7] suggest that an employee attains WLB when they can congruously manage job duties, family commitments, and individual needs without these domains clashing. WLB is conceptualized through four primary aspects: the extent to which work interferes with personal life (WIPL), the degree to which personal life intrudes upon work (PLIW), how personal life enhances work (PLEW), and how work enriches personal life (WPLE), as outlined by Fisher et al. (2009, cited in Gunawan et al., 2019).

Job Satisfaction

An individual's feelings about their occupational setting, pay, and interpersonal dynamics at work are encapsulated by job satisfaction. It represents a favorable emotional state stemming from one's comprehensive appraisal of their employment. As per Gani et al. [8], job satisfaction can also be seen as a personal conviction that the outcomes of one's labor are commensurate with the effort invested and align with personal expectations. Key determinants of job satisfaction include the nature of the tasks performed, the quality of oversight received, relationships with colleagues, financial rewards, and prospects for career progression (Widyanti, 2019).

Turnover Intention

The propensity of an employee to leave their current employment is termed turnover intention. This refers to an employee's aspiration to depart from their organization. Karunia et al. [9] noted that elements like an unsupportive workplace atmosphere and constrained avenues for career advancement frequently act as primary drivers for such intentions, as these can erode job satisfaction and impel individuals to seek more favorable prospects. Ali (2013), referenced in Andriani et al. (2021), assessed this construct using three dimensions: contemplating departure, actively seeking alternative employment, and a definite resolve to leave.

Theoretical Framework

The theoretical framework aims to delineate the interplay between work-life balance and job satisfaction concerning turnover intention in the Indonesian context, substantiated by empirical data, established theories, and prior scholarly work. Variations in work-life balance are evaluated using four constructs

identified by Fisher et al. (cited in Gunawan et al., 2019): work's encroachment on personal life (WIPL), personal life's disruption of work (PLIW), work's contribution to personal life enrichment (WEPL), and personal life's enhancement of work (PLEW). Job satisfaction metrics are derived from five aspects according to Widyanti (2019): the job itself, supervision, worker, promotional, salary/wages. Concurrently, turnover intention is measured using three dimensions according to Ali (2013) in Andriani et al. (2021), namely thinking of quitting, job search, and intent to quit.

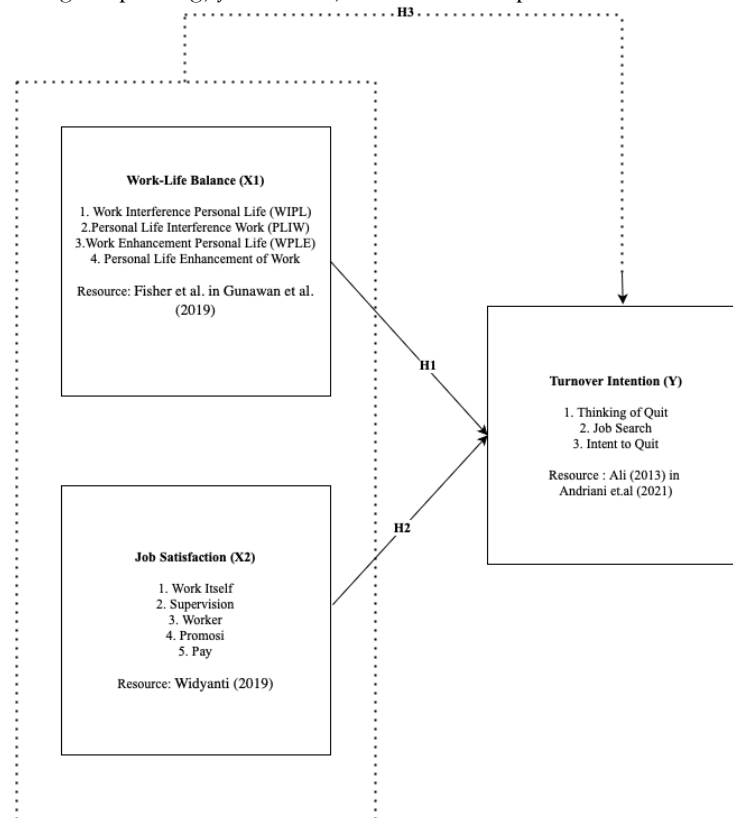


Figure 2.1 Framework of Thought (Author's Processed Data 2025)

STUDY HYPOTHESIS

Based on the description in the framework and the objectives to be obtained from this study, the study hypothesis is concluded:

H₁: Work-Life Balance has a negative and significant effect on turnover intention.

H₂: Job satisfaction has a negative and significant effect on turnover intention.

H₃: Work-Life Balance and job satisfaction simultaneously have a significant effect on turnover intention.

Study Hypothesis

Reaserch Metodology

To probe the effects of Work-Life Balance and Job Satisfaction on Turnover Intention among Indonesia's Generation Z, this research utilizes a quantitative design incorporating a purposive sampling method. A quantitative strategy was selected for this investigation. This approach employs a descriptive-causal framework to delineate observed phenomena in a factual and objective manner. The study's variables encompass Work-Life Balance and Job Satisfaction as independent factors, with Turnover Intention as the dependent factor.

Table 3 Sample Questions

Variable	Dimension	Question Indicators		Sources
Work-Life Balance (WLB)	Work Interference Personal Life (WIPL)	WLB1	I do not feel that my personal life has been disrupted by work.	Fisher et al. in Gunawan et al. (2019)
		WLB2	I do not feel that my work makes my personal life difficult.	
		WLB3	I do not feel that I neglect my personal needs because of work.	
		WLB4	I do not feel that I put my personal life on hold for work.	
		WLB5	I do not feel that I miss out on personal activities because of work.	
		WLB6	I do not find it difficult to balance work and non-work activities.	
		WLB7	I do not feel dissatisfied with the amount of time available for non-work activities.	
	Personal Life Interference Work (PLIW)	WLB8	I don't feel like my personal life is draining the energy I need to work.	
		WLB9	I do not feel I am too tired to function effectively at work.	
		WLB10	I feel my personal problems at home have no effect on me at work.	
		WLB11	I put my personal problems aside when at work.	
	Work Enhancement Personal Life (WPLE)	WLB12	I feel my personal life energizes my work.	
		WLB13	I feel my work energizes my personal activities.	
		WLB14	I feel I am more energized at work because of my personal life.	
		WLB15	I feel I am happier because of my work.	

	Personal Life Enhancement of Work (PLEW)	WLB16	The activities I do in my personal life put me in a better mood at work.	
		WLB17	My personal life gives me energy to do my work.	
		WLB18	My personal life helps me to relax and gives me the readiness to do my job the next day.	
Job Satisfaction (JS)	Work Itself	JS1	I feel satisfied with the skills I have because they can be used to complete my work.	Widyanti (2019)
		JS2	I feel satisfied with the results of the work that I carry out with full responsibility.	
	Supervision	JS3	I am satisfied with my boss who helps me with my work.	
		JS4	I am satisfied with my boss' leadership style in the company.	
	Worker	JS5	I am satisfied with the good relationships with my coworkers.	
		JS6	I am satisfied with the excellent teamwork with the overall environment at work.	
	Promotion	JS7	I am satisfied with the company's offer and provision of promotions.	
		JS8	I am satisfied with my supervisor who always provides support when there is an opportunity for promotion.	
	Pay	JS9	I feel satisfied with the salary provided by the company in accordance with the responsibilities of the work I am responsible for.	
		JS10	I feel satisfied with receiving benefits for employees.	
Turnover Intention (TI)	Thinking of Quit	TI1	I am often late for work.	Ali (2013) in Andriani et.al (2021)
		TI2	I am often absent from work.	
	Job Search	TI3	I once had the intention to quit my job.	
		TI4	I have been looking for another job recently.	
		TI5	I registered on several job sites.	
		TI6	Job vacancies outside the company provide high compensation.	
	Intent to Quit	TI7	I have a side job to supplement my income.	
		TI8	If there is an opportunity to work in another company, I will leave my current company.	

Figure 3 Research Methodology

Population and Sampling

This investigation focuses on Generation Z employees within Indonesia as its research demographic. This group comprises individuals born between 1997 and 2012, employed across a variety of sectors and geographical areas in Indonesia. Participant selection employed a non-probability sampling technique, specifically purposive sampling, based on criteria such as: (1) age range of 17-26 years, (2) current employment in either the formal or informal sector, (3) working or residing within Indonesia, and (4) a

minimum of three months' work experience. Hair's formula, $n (\text{indicator}) \times 5-10$, was applied to ascertain the sample size given an unknown population total. Considering the 17 items across all variables, the minimally required sample was 170 (17 items multiplied by 10). Ultimately, however, 250 samples were incorporated by the author for the definitive analysis. Data were successfully procured from these 250 qualifying participants, enhancing the potential to generalize the study's conclusions.

Data Analysis

As stated by I. Ghazali [11], PLS-SEM is employed to investigate predictive associations among constructs by determining if significant impacts or links are present. A primary benefit of PLS-SEM is its utility in analyses where a strong theoretical underpinning is not essential; it also accommodates non-parametric assumptions, offering flexibility regarding certain statistical conditions. The predictive strength of the model is further gauged by the R-square (R^2) value. For this specific investigation, PLS-SEM was deemed suitable due to its principal aim of emphasizing prediction and theoretical advancement.

Data Collection Instruments

Information was gathered through the dissemination of questionnaires, with supplementary data obtained from secondary resources. Participants' voluntary agreement to be part of the study was acquired via a digital informed consent form integrated within the questionnaire.

Findings and Discussions

Outer Model Measurement Test

The evaluation of the outer model within the PLS-SEM methodology, as detailed by Nugrawati and Dirgiamto [12], is designed to confirm the validity and reliability of latent variables by examining their respective indicators. In this research, the outer model assessment was performed using SmartPLS 4 software, concentrating on metrics like loading factor values, Average Variance Extracted (AVE), and Composite Reliability (CR). Loading factors surpassing 0.7 typically signal convergent validity; nonetheless, a 0.6 value can be deemed acceptable in exploratory research scenarios. Furthermore, for a construct to be considered adequately reliable internally, its AVE must be above 0.5, and its CR should achieve a minimum of 0.7.

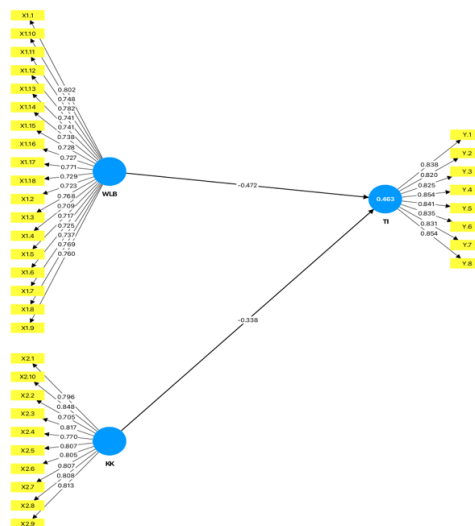


Figure 4.1 Outer Model (Author's Processed Data 2025)

Reliability Test

The outcomes of reliability assessments reveal that for every construct, both Composite Reliability and Cronbach's Alpha figures exceeded 0.70. This leads to the determination that all constructs within the model exhibit robust reliability.

Table 4.1.1 Reliability Test

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
<i>Work-Life Balance</i>	0.957	0.953
<i>Job Satisfaction</i>	0.946	0.937
<i>Turnover Intention</i>	0.949	0.939

Source: Author's Processed Data 2025

Validity Test

From the validity evaluations, it was observed that the AVE for all constructs surpassed 0.5. This supports the inference that each construct can account for over half the variance in its indicators, and all variables satisfied the criteria for convergent validity.

Table 4.1.1 Reliability Test

<i>Variable</i>	<i>Average Variance Extracted (AVE)</i>
<i>Work-Life Balance</i>	0.556
<i>Job Satisfaction</i>	0.638
<i>Turnover Intention</i>	0.701

Source: Author's Processed Data 2025

Inner Model Test

Following K. Hamidizadeh et al. [13], is executed to probe correlations among latent constructs. This involves utilizing the path coefficient, t-statistic, and the R² value, the latter indicating the model's predictive capacity. A bootstrapping technique is employed to determine the statistical significance of each identified relationship.

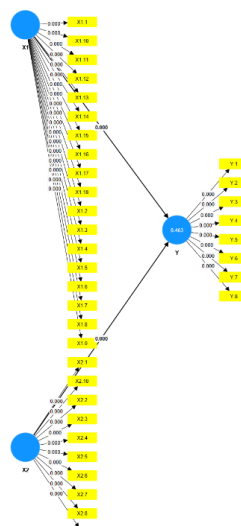


Figure 4.2 Inner Model (Author's Processed Data 2025)

Table 4.2 Validity Test

Dependent Variable	R^2
Turnover Intention	0.463

Source: Author's Processed Data 2025

SmartPLS analysis yielded an R^2 of 0.463 for the Turnover Intention variable. This R^2 figure signifies that 46.3% of the variance in Turnover Intention is accounted for by Work-Life Balance and Job Satisfaction acting in concert (H3 supported). This suggests that Work-Life Balance and Job Satisfaction contribute to diminishing Turnover Intention. Specifically, these two variables explain 46.3% of changes in Turnover Intention, with the remainder attributable to other factors not included in this research model.

Hypothesis Test

Path Coefficients Test

Table 4.3 Output Path Coefficients

	Path	Path Coefficients	t-statistic	p-value
H1	WLB (X1) → TI (Y)	-0.472	9.809	0.000
H2	JS (X2) → TI (Y)	-0.338	6.968	0.000

Source: Author's Processed Data 2025

The path coefficients data (from Table 4.3 in the original document, showing path coefficient (X1) → TI (Y) as -0.472) reveal that (X1) exhibits a negative association with (Y) (path coefficient = -0.472, t-statistic = 9.809, p-value = 0.000). Similarly, (X2) demonstrates a negative relationship with (Y) (path coefficient = -0.338, t-statistic = 6.968, p-value = 0.000). These results affirm that both Work-Life Balance (WLB) and Job Satisfaction (JS) exert a negative and statistically significant influence on Turnover Intention (TI), thereby leading to the acceptance of hypotheses H1 and H2. Concerning H3, the R^2 value of 0.463 (with $p < 0.001$) shows that Work-Life Balance and Job Satisfaction, considered together, significantly affect Turnover Intention; thus, H3 is also accepted.

DISCUSSION

This finding reinforces the Person-Environment Fit theory (Kristof-Brown et al., 2005) which states that the fit between individuals and their work environment affects retention. In this context, work-life balance functions as a resource within the framework of the Job Demands-Resources model [14], by aiding reduces work stress and burnout. The study contributes to these theories by demonstrating their applicability to the Generation Z cohort in Indonesia, highlighting how the interplay of work-life balance as a resource and job satisfaction as an outcome of environmental fit significantly influences retention intentions in this specific demographic and cultural setting.

Analysis of Work-Life Balance in Generation Z in Indonesia

The questionnaire results show that Work-Life Balance (WLB) in Generation Z Indonesia is considered “good” with a total score of 17,354 (78%). Of the four dimensions used (WIPL, PLIW, PLEW, and WPLE), the Work Enhancement Personal Life (WPLE) dimension obtained the highest score of 81%, specifically on the item “I feel more energized at work thanks to my personal life,” supporting the study by S. R. Tanoto & E. G. Tami [15]. In contrast, the lowest score was on the item about work readiness after personal activities (68%), indicating less than optimal psychological recovery, as found by C. R. Wandasari & C. Hadi [16]. Therefore, companies need to develop recovery policies such as mental leave or flexible work arrangements [17].

The assessment of Job Satisfaction within Indonesia's Generation Z places their contentment levels in the high range, with an aggregate score of 9,414 (75%). The Work Itself dimension scored the highest at 81%, especially on the item "I feel satisfied with the results of my work," which corroborates the findings of R. S. Putri [18]. In contrast, the skills and supervision dimension recorded the lowest score (72%), reflecting a mismatch between abilities and work demands, as well as a lack of supervisor support [19, 20]. The solution is for organizations to provide regular training and implement participatory leadership based on servant leadership [21].

Analysis of Turnover Intention in Generation Z in Indonesia

Turnover Intention in Gen Z is rated low with a total score of 4,151 (33%). The Thinking of Quit dimension recorded the highest score of 43%, specifically on the behavior of tardiness and absenteeism, as well as having a second job, which shows symptoms of early disengagement [22, 23, 24]. Meanwhile, the lowest score (35%) is found in the Job Search dimension, especially in the item of registration on job sites. This shows that despite indications of resignation intentions, the majority of Gen Z have not actively looked for other jobs due to limited information or uncertainty [25]. Therefore, companies need to address the early symptoms of disengagement preventively through increased work engagement and attention to psychological well-being.

The Effect of Work-Life Balance on Turnover Intention

Regarding the influence of Work-Life Balance on Turnover Intention, the analysis revealed a significant negative impact. This finding is supported by a p-value of 0.000 ($p < 0.01$), a t-statistic of 9.809 (which exceeds the 1.96 threshold), and a path coefficient of -0.472. Consequently, the first hypothesis was accepted. This finding reinforces the results of D. Deasyanti [26] and M. Damayanti & H. Khatimah [27] which state that work-life imbalance and personal life encourage job switching intentions, especially in generation Z. Additional support is also shown by F. E. Saputra [28], which states that work pressure and lack of personal time are the main reasons for wanting to move. Therefore, organizations are advised to improve the quality of WLB through flexible policies, working hour arrangements, and workload balance.

The Effect of Job Satisfaction on Turnover Intention

Evaluation of the second hypothesis reveals that Job Satisfaction exerts a substantial and negative influence on Turnover Intention, supported by a p-value of 0.000 ($p < 0.01$), a t-statistic of 6.968 (> 1.96), and a path coefficient of -0.338; therefore, hypothesis 2 was accepted. This implies that as job satisfaction increases, an employee's inclination to leave their job decreases. This outcome resonates with Ramadina (2024), who reported that aspects such as work recognition, career advancement opportunities, and task clarity lessen Generation Z's departure intentions. Similarly, Arifin (2024) noted that contentment from workplace social interactions and personal development also bolsters job loyalty. Consequently, it is vital for companies to cultivate a work atmosphere that aligns with the expectations of their younger staff.

The Effect of Work-Life Balance and Job Satisfaction on Turnover Intention

The third hypothesis posited that Work-Life Balance and Job Satisfaction, when considered jointly, significantly impact Turnover Intention. Findings indicate an R^2 value of 0.463 with a p-value < 0.001 , signifying that these two variables collectively account for 46.3% of Turnover Intention's variance. The structural equation, $TI = \beta_1 WLB + \beta_2 JS + e$, illustrates that greater levels of Work-Life Balance and Job Satisfaction correspond to lower turnover intentions. This result is congruent with research by N. Laily et al. [30], which showed that workplace flexibility and a healthy work-life balance diminish Generation Z's urge to switch jobs. Aligning with A. S. Ramadina [29], the combined effect of a balanced life and job contentment markedly reduces young employees' inclination to seek alternative employment.

Consequently, organizational strategies must concentrate on fostering an adaptable work environment conducive to sustained employee loyalty.

CONCLUSION And SUGGESTION

CONCLUSION

Drawing from the research outcomes, it is evident that both work-life balance and job satisfaction exert a significant, negative influence on the turnover intentions of Generation Z employees in Indonesia. Statistical analyses demonstrate an inverse correlation between higher levels of work-life balance and job satisfaction and an employee's desire to leave their position. This research substantiates the crucial role of work-life balance and job satisfaction in diminishing turnover intentions within the Generation Z workforce. An understanding of these psychological elements empowers employers to take steps to lessen turnover intent and enables companies to develop more flexible and enduring employee retention strategies.

SUGGESTION

In light of the study's conclusions, it is recommended that businesses in Indonesia prioritize enhancing work flexibility and improving job satisfaction to decrease turnover intentions among their Generation Z staff. Furthermore, subsequent research should consider exploring the impact of mediating factors, such as employee engagement or job-related stress, and also contemplate broadening the study's scope to include a wider array of sectors or geographical locales.

REFERENCES

- [1] P. Periyadi, D. Indiyati, and F. P. Sary, "The impact of compensation and motivation on turnover intention of employees providing labor services in mining business license areas, Mimika Regency, Papua Province," *Journal of Business and Management Studies*, 2024. [Online]. Available: <https://doi.org/10.32996/jbms>
- [2] N. F. Herliana, A. W. Handaru, and W. Parimita, "The Effect of Job Satisfaction and Work-life balance on Employee Turnover intention in Real Estate Industry," *Jurnal Dinamika Manajemen Dan Bisnis*, vol. 4, no. 2, pp. 45-68, 2021. [Online]. Available: <https://journal.perbanas.ac.id/index.php/jdmb/article/view/1836>
- [3] N. Dudija, S. Naibaho, and S. Wibowo, "Enhancing Performance: The Role of Organizational Culture, Commitment, and Support in Indonesian Paper Industry," *Jurnal Psikologi*, vol. 51, no. 2, pp. 141-157, 2024. [Online]. Available: <https://doi.org/10.22146/jpsi.81915>
- [4] G. Dessler, *Human Resource Management*, 16th ed. Pearson, 2020.
- [5] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 17th ed. Pearson Education Limited, 2017.
- [6] N. Dudija, P. Wulansari, F. P. Sary, R. K. Putri, H. G. Ayuningtyas, and R. Wahyuningtyas, *Perilaku Organisasi*. Tel-U Press, 2023. [Online]. Available: <https://openlibrary.telkomuniversity.ac.id/pustaka/198409/perilaku-organisasi.html>
- [7] Sismawati and Eisha, "Analisis Pengaruh Work-Life Balance Dan Pengembangan Karier Terhadap Turnover Intention Karyawan Generasi Y Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Pt Bank Tabungan Negara Syariah Semarang)," *Diponegoro Journal Of Management*, vol. 9, no. 4, pp. 1-11, 2020. [Online]. Available: <https://ejournal3.undip.ac.id/index.php/djom/article/view/29781>
- [8] N. A. Gani, R. E. Utama, Jaharuddin, and P. Andry, *Perilaku Organisasi*, 1st ed. Penerbit Mirqat, May 2021. [Online]. Available: <https://www.researchgate.net/publication/351880570>
- [9] R. L. Karunia, Darmawansyah, J. H. Prasetyo, Triyadi, and J. Ariawan, "The effectiveness of career development in mediating the influence of the working environment and training towards the performance of employee," *International Journal of Applied Economics, Finance and Accounting*, vol. 17, no. 2, pp. 202-210, 2023. [Online]. Available: <https://doi.org/10.33094/ijaefa.v17i2.1098>
- [10] J. F. Hair, W. C. Black, B. J. Babin, and R. E. Anderson, *Multivariate Data Analysis*, 8th ed. Cengage Learning, 2019.

- [11] I. Ghozali, *Partial Least Squares (PLS) Metode Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Semarang: Badan Penerbit Universitas Diponegoro, 2023.
- [12] E. C. N. Nugrawati and Y. Dirgiamto, "The Influence of Instagram Celebrities, Online Promotions, and Online Reviews on Impulsive Buying Behavior Through Perceived Trust and Perceived Value," *International Journal of Economics, Business and Management Research*, vol. 9, no. 2, pp. 44–59, 2025. [Online]. Available: https://www.ijebmr.com/uploads/pdf/archivepdf/2025/IJEBMR_1612.pdf
- [13] K. Hamidizadeh, H. Khosrobeigi, and R. Bayat, "Investigating the Role of Academic Stressors and Educational Environment on Academic Burnout and Procrastination of Student Teachers," *Journal of Psychology and Educational Sciences*, vol. 14, no. 1, pp. 97–112, 2024. [Online]. Available: https://journals.qom.ac.ir/article_3203_df3109f3f2e9f57119ab2eefa5f98538.pdf
- [14] E. Demerouti, A. B. Bakker, F. Nachreiner, and W. B. Schaufeli, "The job demands-resources model of burnout," *Journal of Applied Psychology*, vol. 86, no. 3, pp. 499–512, 2001. [Online]. Available: <https://doi.org/10.1037/0021-9010.86.3.499>
- [15] S. R. Tanoto and E. G. Tami, "Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics," *Binus Business Review*, vol. 15, no. 1, pp. 1–12, 2024. [Online]. Available: <https://journal.binus.ac.id/index.php/BBR/article/download/11277/5201>
- [16] C. R. Wandasari and C. Hadi, "Pengaruh Work-Life Balance terhadap Turnover Intention dengan Kecerdasan Emosional sebagai Variabel Moderator pada Generasi Z di Indonesia," *HUMANITIS: Jurnal Humaniora, Sosial, dan Politik*, vol. 3, no. 2, pp. 92–101, 2023. [Online]. Available: <http://humanisa.my.id/index.php/hms/article/download/53/74>
- [17] D. H. Perkasa and R. P. P. Hadun, "Pengaruh work-life balance dan kompensasi terhadap turnover intention dengan stres kerja sebagai variabel intervening pada pekerja generasi Z," *Journal of Accounting and Finance Management*, vol. 6, no. 1, pp. 33–42, 2025. [Online]. Available: <https://dinastires.org/JAFM/article/download/1723/1373>
- [18] R. S. Putri, "The Effect of Transformational Leadership and Perceived Interactional Fairness on Employees' Job Satisfaction: The Case of Generation Z in Startup Unicorns," *ResearchGate*, 2025. [Online]. Available: <https://www.researchgate.net/publication/390029696>
- [19] F. S. Arifin, "Job expectation and opportunity on turnover intention among generation Z in banking sector," UIN Malang, 2024. [Online]. Available: <http://etheses.uin-malang.ac.id/73091/1/200501110019.pdf>
- [20] L. Judijanto, I. R. Sofyan, I. Rustiawan, and U. Y. Triastuti, "Collaborative Work Environment and Culture on Motivation among Gen Z Workers," OSF, 2024. [Online]. Available: <https://osf.io/x89rd/download>
- [21] J. Latumahina, "Job Satisfaction as Mediator between Motivation and Employee Engagement in Generation Z," *JECOMBI: Journal of Economics, Communication, and Business*, vol. 5, no. 1, pp. 30–41, 2025. [Online]. Available: <https://jecombi.seaninstitute.or.id/index.php/JECOMBI/article/view/114>
- [22] A. W. Gunawan and R. Kartika, "Pengaruh transformational leadership terhadap turnover intention Generasi Z melalui internal communication dan employee engagement," *Jurnal Teknik dan Manajemen Industri*, vol. 4, no. 1, pp. 66–75, 2022. [Online]. Available: <https://www.ojs.cahayamandalika.com/index.php/jtm/article/view/1659>
- [23] A. Suhendar, R. Setiadi, and A. Artati, "The New Trend: Why Indonesian Digital Start-Up Employees are Opting for Quiet Quitting," *WSEAS Transactions on Business and Economics*, vol. 20, pp. 1202–1213, 2023. [Online]. Available: <https://www.wseas.com/journals/cr/2023/a305107-2299.pdf>
- [24] M. Saraiva and T. Nogueiro, "Perspectives and Realities of Disengagement Among Younger Generation Y and Z Workers in Contemporary Work Dynamics," *Administrative Sciences*, vol. 15, no. 4, p. 133, 2025. [Online]. Available: <https://www.mdpi.com/2076-3387/15/4/133>
- [25] A. Adelia, I. Daud, A. Azazi, and M. C. I. Kalis, "Exploring turnover intentions in Indonesian Generation Z: Emotional exhaustion, employee engagement, and job satisfaction," *Journal of Management and Administrative Sciences*, vol. 4, no. 2, pp. 51–67, 2024. [Online]. Available: <https://exsys.iocspublisher.org/index.php/JMAS/article/view/385>