

The Effect of Work-Life Balance and Compensation on Turnover Intention Among Generation Z Employees in Jakarta

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Abstract : This study aims to analyze the influence of work-life balance and compensation on turnover intention among Generation Z employees in Jakarta. The increasing intention to change jobs among the younger generation poses a serious challenge for companies, particularly in retaining potential employees amid intense urban labor market competition. This study employed a quantitative approach with an explanatory method, involving 216 Generation Z employees aged 18–28 years working in various industrial sectors in Jakarta. Data were collected through an online questionnaire using purposive sampling and analyzed using multiple linear regression. The results show that work-life balance has a negative and significant effect on turnover intention. The better the balance between work and personal life, the lower the employees' intention to leave the organization. In addition, compensation also has a negative and significant effect on turnover intention, indicating that fair and competitive compensation can reduce employees' intention to change jobs. Simultaneously, both variables have a significant effect on turnover intention, with a coefficient of determination (R^2) of 0.647, meaning that work-life balance and compensation explain 64.7% of the variation in turnover intention, while the remaining 35.3% is influenced by other factors beyond the scope of this study. These findings highlight the importance of human resource management strategies that emphasize work-life balance and competitive compensation to improve employee retention among Generation Z in urban work environments.

Keyword : Work-Life Balance, Compensation, Turnover Intention

INTRODUCTION

Human resources are strategic assets that play an important role in an organization's success in achieving its business objectives (Armstrong & Taylor, 2020). In an increasingly competitive business environment, companies are not only required to attract qualified talent but also to retain the employees they already have. One of the common challenges in human resource management is the increasing turnover intention, which refers to employees' tendency or intention to leave an organization voluntarily in search of more suitable job opportunities (Dhoopar et al., 2026). High turnover intention not only affects team stability but also creates serious financial and operational consequences for organizations, such as higher recruitment and retraining costs, lower productivity, and potential disruption to organizational culture.

In the era of digitalization and rapid demographic change, Generation Z, born between 1997 and 2012, has become a significant part of the workforce in Indonesia, particularly in metropolitan areas such as Jakarta. Generation Z has distinct characteristics compared to previous

generations. Having grown up in a fast-paced digital environment, they are highly tech-savvy and tend to have high expectations of flexible working conditions that support work-life balance (Zakira et al., 2025). A mismatch between the expectations of young employees and organizational policies can trigger job dissatisfaction, which ultimately driver an increased intention to resign or move to another workplace deemed more aligned with their expectations or needs. High turnover rates not only impact team stability but also result in serious financial and operational consequences for companies, such as increased recruitment and retraining costs, decreased work productivity, and the potential disruption of the overall organizational culture. As Indonesia's economic and business hub, Jakarta is the primary destination for Generation Z to launch their careers.

Howevers, high job mobility and competition among companies have led to an increase in turnover intention among young employees. Factors such as an unbalanced work-life balance and compensation deemed inadequate are often the main reasons why Generation Z employees consider leaving their jobs. Work-life balance and compensation are two crucial factors influencing job satisfaction and employee loyalty. Generation Z highly values work flexibility and the balance between personal and professional life. Additionally, fair and competitive compensation serves as a key indicator in assesing their value within the organization. Mismatches in these two areas can heighten their intention to seek other job oppurtunities that better align with their expectations. According to a global survey (Cigna, 2022), approximately 91% of workers aged 18 to 24 experience stress, with primary factors including inadequate pay, pressure from supervisors, and uncertain career prospects, and 98% experience symptoms of burnout. A survey (EY, 2023) also reported that approximately 46% of Indonesian workers are considering leaving their jobs within the next 12 months, with the main reasons being welfare programs, compensation, and career development opportunities. This phenomenon indicates that work-life balance and compensation play a crucial role in determining employees' intentions to stay or leave an organization.

Previous studies have attempted to examine the relationship between work-life balance, compensation, and turnover intention. For example, a study by (Pamungkas & Sudiro, 2024) found that work-life balance and compensation have a significant negative effect on turnover intention among millenial employees at Perum Jasa Tirta 1 Malang. Another study by (Wandasari & Hadi, 2023) indicates that work-life balance has a significant negative effect on turnover intention among Generation Z in Indonesia. Furthermore, research by (Ulviana, 2025) demonstrates that compensation has a positive and significant effect on turnover intention among Generation Z employees in the Special Region of Yogyakarta. Meanwhile, a study by (Azhar & Khan, 2024) in Malang found that work-life balance does not influence turnover intention, however compensation has a positive and significant effect on job satisfaction among Generation Z employees in the service sector in Jakarta, the better the compensation received by these employees, the lower their intention to leave.

Most previous studies on work-life balance and compensation regarding turnover intention have focused on specific regions such a Yogyakarta, Malang, and the banking sector, so research in the context of the general workforce in Jakarta remains limited. As Indonesia's economic hub, Jakarta has distinct labor market characteristics, including high work pressure, long working hours, and high living costs. Therefore, it is important to investigate how work-life balance and compensation influence turnover intention among Generation Z employees in Jakarta to provide an empirical contribution to the human resources literature in Indonesia.

This study aims to analyze the influence of work-life balance and compensation on turnover intention among Generation Z employees in Jakarta. Using a quantitative approach, this study is designed to provide a more comprehensive understanding of the key factors influencing young employees' decisions to stay with or leave their organizations. Specifically, this study seeks to identify the extent to which work-life balance and compensation systems affect loyalty and turnover intention among this generation. The findings are expected to provide a basis for more effective decision-making in formulating human resource management strategies that are relevant and adaptive to the dynamic needs of Generation Z, particularly in the context of retaining young employees in urban areas. In addition, the study is expected to offer practical implications for organizations in designing effective work policies and compensation systems to reduce turnover rates.

LITERATURE REVIEW

Work-Life Balance

According to Haar et al. (2019), Work-Life Balance is a condition in which individuals are able to harmoniously balance the demands of work and personal life without causing role conflict, reflecting their ability to manage time, engagement, and satisfaction across both domains, thereby enhancing overall well-being. Employees who achieve a good Work-Life Balance tend to experience lower levels of work-related stress and demonstrate higher organizational commitment, which in turn can reduce turnover intention. The findings of Wahyudi and Saryatmo (2024) indicate that Work-Life Balance has a negative and significant effect on turnover intention among Generation Z employees in Jakarta, meaning that the better the balance, the lower the intention to leave the organization. This result is consistent with Pramushinta et al. (2024), who emphasize that Work-Life Balance is a key factor in reducing job-switching intentions, as it helps maintain both job satisfaction and personal well-being. Conceptually, Work-Life Balance is measured through three main indicators: time balance, engagement balance, and satisfaction balance (Haar et al., 2019).

Compensation

According to Vizano et al. (2021), compensation refers to all forms of rewards provided by an organization to employees in return for their contributions, encompassing both financial and non-financial aspects. Compensation is a crucial factor in enhancing work motivation, job satisfaction, and employee retention, as fair and competitive compensation fosters perceptions of organizational justice and strengthens employee loyalty. Conversely, compensation that does not meet employees' expectations can lead to job dissatisfaction, which may increase turnover intention. Research by Ulviana (2025) indicates that compensation has a significant effect on turnover intention among Generation Z employees in the Special Region of Yogyakarta, highlighting its critical role in shaping employees' decisions to stay or leave. This finding is supported by Fauziah et al. (2024), who demonstrate that compensation aligned with company policies contributes significantly to improving employee retention and reducing turnover intention among Generation Z employees at BRI Lenteng Agung. Conceptually, compensation can be measured through several key indicators, including salary or wages, incentives, allowances, and facilities (Vizano et al., 2021).

Turnover Intention

Turnover intention refers to an employee's tendency or intention to voluntarily leave an organisation within a certain period and serves as an important predictor of actual turnover behaviour in modern organisations. It reflects an individual's evaluation of their work conditions, which subsequently influences the decision to remain with or leave the organisation (Saufi et al., 2023). A high level of turnover intention can lead to organisational losses, including increased recruitment and training costs as well as decreased employee productivity. This intention is influenced by various factors, such as job satisfaction, work-life balance, work-related stress, and compensation. When these factors are unfavourable, employees are more likely to seek alternative employment opportunities. Supporting this, Hui et al. (2023) found that work-life balance and job satisfaction significantly affect turnover intention, where poor work conditions tend to increase employees' desire to leave. Conceptually, turnover intention can be measured through several indicators, namely thinking of quitting, looking for other jobs, and the intention to quit (Saufi et al., 2023).

Generation Z in the Workplace

According to Dimock (2019), Generation Z refers to individuals born between 1997 and 2012 and is the first generation to grow up in the digital era. This generation has unique characteristics, such as being highly familiar with technology, preferring flexible work arrangements, and placing strong emphasis on balancing personal life and career. In the workplace, Generation Z also values organizational transparency, fairness in compensation systems, and clear opportunities for self-development. If these expectations are not met, they tend to have a stronger intention to leave the organization and seek a work environment that better matches their values and need (Bencsik et al., 2016; Schroth, 2019). Therefore, companies need to adjust their human resource management strategies to the expectations of this generation in order

to retain potential employees. Research by (Korompot et al., 2023) indicates that Generation Z exhibits a higher tendency toward turnover intention if the organizations are unable to provide good work-life balance and competitive compensation.

Conceptual Framework

This research model consists of two independent variables, namely Work-life Balance (X_1) and Compensation (X_2), and one dependent variable, namely Turnover Intention (Y). The purpose of this study is to determine how work-life balance and compensation affect turnover intention among Generation Z employees in Jakarta.

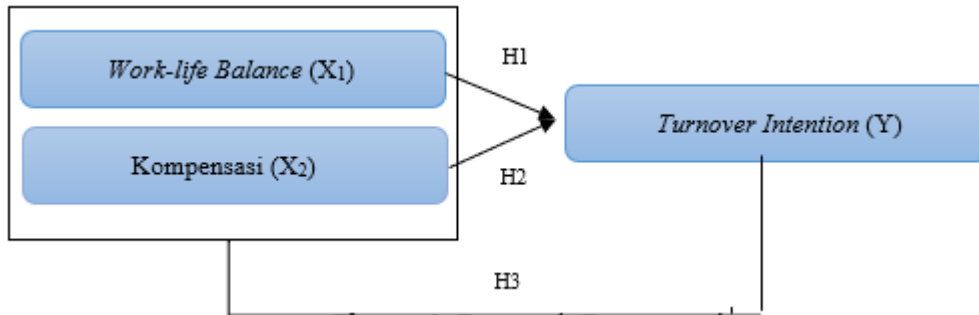


Figure 1. Research Framework

RESEARCH METHODS

This study uses a quantitative approach with an explanatory research method. Quantitative research is used to examine a specific population or sample by applying research instruments and statistical data analysis to test hypotheses (Sugiyono, 2017). The population of this study consists of Generation Z employees aged 18–28 years who work in various industrial sectors in Jakarta. The sampling technique used is purposive sampling, with the criteria that respondents must be active employees aged 18–28 years and reside and/or work in the Jakarta area, the study yielded a total of 216 respondents.

The data collected in this study are primary data, obtained through an online questionnaire. The research instrument was designed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The data were analyzed using SPSS version 25, including instrument validity and reliability tests, classical assumption tests, and multiple linear regression to examine the influence of the independent variables, namely work-life balance and compensation, on the dependent variable, namely turnover intention..

RESULTS AND DISCUSSION

RESULTS

Table 1. Respondent Characteristics by Gender

Gender	Number	Percentage
Male	91	42%
Female	125	58%
Total	216	100%

Source: Primary Data (2025)

Table 2. Respondent Characteristics by Age

Age	Number	Percentage
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18 – 20 Years	43	20%
21 – 24 Years	88	41%
25 – 28 Years	85	39%
Total	216	100%

Source: Primary Data (2025)

Table 3. Respondent Characteristics by Office Location

Location	Number	Percentage
South Jakarta	76	35%
Central Jakarta	44	20%
East Jakarta	36	17%
West Jakarta	31	14%
North Jakarta	29	13%
Total	216	100%

Source: Primary Data (2025)

Table 4. Respondent Characteristics by Industry Sector

Industri Sector	Number	Percentage
Telecommunications/Technology	42	19%
Retail	45	21%
Services	52	24%
Manufacturing	32	15%
Other	45	21%
Total	216	100%

Source: Primary Data (2025)

Validity Test

To determine whether each questionnaire item is valid or invalid, the following criterion is used: if the coefficient between the item and the total score is equal to or greater than 0.134, the item is declared valid, however, if the correlation value is below 0.134, the item is declared invalid. Based on the validity test conducted on 216 respondents, the summarized results are presented in the following Corrected Item-Total Correlation table.

Table 5. Validity Test Results

Indicator	Calculated R		Table R	Description
X1.1	0,672	>	0,134	Valid
X1.2	0,723	>	0,134	Valid

Indicator	Calculated R		Table R	Description
X1.3	0,749	>	0,134	Valid
X1.4	0,872	>	0,134	Valid
X1.5	0,844	>	0,134	Valid
X1.6	0,884	>	0,134	Valid
X2.1	0,734	>	0,134	Valid
X2.2	0,761	>	0,134	Valid
X2.3	0,806	>	0,134	Valid
X2.4	0,751	>	0,134	Valid
X2.5	0,649	>	0,134	Valid
X2.6	0,618	>	0,134	Valid
X2.7	0,705	>	0,134	Valid
X2.8	0,644	>	0,134	Valid
Y1	0,751	>	0,134	Valid
Y2	0,768	>	0,134	Valid
Y3	0,751	>	0,134	Valid
Y4	0,751	>	0,134	Valid
Y5	0,489	>	0,134	Valid
Y6	0,755	>	0,134	Valid

Based on the validity test results for X₁, X₂ and Y all items have a calculated r value greater than 0.134, therefore, all variables are declared valid.

Reliability Test

The reliability test in SPSS was conducted using the Reliability Analysis Statistics with Cronbach's Alpha (α). If the Cronbach's Alpha value (α) value is > 0.63 , the variable is considered reliable. The results of the reliability test in this study are presented below.

Table 6. Reliability Test Results

Variable	Variable Name	Cronbach's Alpha	Table R		Cronbach's Alpha Threshold	Criteria
X1	Work-life Balance	0,879	0,134	>	0,63	Reliabel
X2	Compensation	0,858	0,134	>	0,63	Reliabel
Y	Turnover Interntion	0,783	0,134	>	0,63	Reliabel

Classical Assumption Test Results

Residual Normality Test

The residual normality test is conducted to determine whether the residual data in the regression model follows a normal distribution. One method to detect normality is through the Normal P-P Plot of Regression Standardized Residual graph. If the data points on this graph follow a straight-line pattern, the data is considered to be normally distributed.

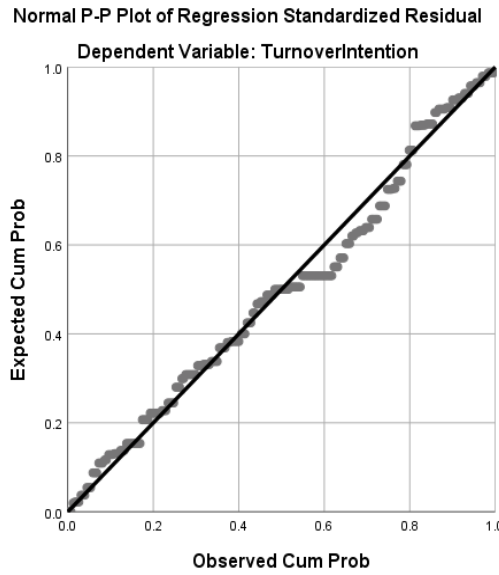


Figure 2. Result of the Residual Normality Test

Figure 2 shows that the data points follow a straight-line pattern, indicating that the data meets the normality assumption. Additionally, the normality test is further supported by the Kolmogorov-Smirnov (K-S) test. The test results can be seen in the following table:

Table 7. Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		216
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72448099
Most Extreme Differences	Absolute	.090
	Positive	.090
	Negative	-.059
Test Statistic		.090
Asymp. Sig. (2-tailed)		.000 ^c
Monte Carlo Sig. (2-tailed)	.056 ^d	
	99% Confidence Interval	Lower Bound .050
		Upper Bound .062

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 299883525.

Based on Table 7, the Monte Carlo Sig. (2-tailed) result is 0.056, where the test criterion is > 0.05 . This indicates that the data is normally distributed. Therefore, the normality assumption is satisfied.

Multicollinearity Test

The multicollinearity test aims to determine whether there is high correlation among the independent variables in the regression model. A good regression model should be free from multicollinearity, as it can affect the stability and interpretation of regression coefficients. In this study, the multicollinearity test was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. If the Tolerance value > 0.10 and the VIF value < 10 , the regression model is considered free from multicollinearity symptoms (Kim, 2019). The following shows the multicollinearity test results:

Table 8. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients ^a			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	33.257	1.102		30.191	.000		
WorkLifeBalance	-.659	.069	-.648	-9.601	.000	.364	2.747
Kompensasi	-.143	.052	-.186	-2.757	.006	.364	2.747

a. Dependent Variable: TurnoverIntention

Tolerance values for all variables are > 0.10 and the VIF values are < 10 . Thus, it can be concluded that the regression model in this study is free from multicollinearity issues. Therefore, the regression model used is suitable to proceed to the next stage of analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is unequal variance of residuals across observations in the regression model. A good regression model should be free from heteroscedasticity. In this study, the Glejser test was used, with the criterion that if the significance value of the independent variables is greater than 0.05, the regression model is considered free from heteroscedasticity problems (Kim, 2019). The following shows the heteroscedasticity test results conducted by the researcher.

Table 9. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients ^a			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.540	.710		2.170	.031		
WorkLifeBalance	-.011	.044	-.028	-.247	.805	.364	2.747
Kompensasi	.002	.033	.005	.047	.962	.364	2.747

a. Dependent Variable: ABS_Residual

Based on Table 9, the heteroscedasticity test results above show that all independent variables have sig. values > 0.05. Thus, it can be concluded that this model does not experience heteroscedasticity issues and meets the homoscedasticity assumption. In addition to the Glejser test, heteroscedasticity analysis was also conducted using a scatterplot. The scatterplot results can be seen below:

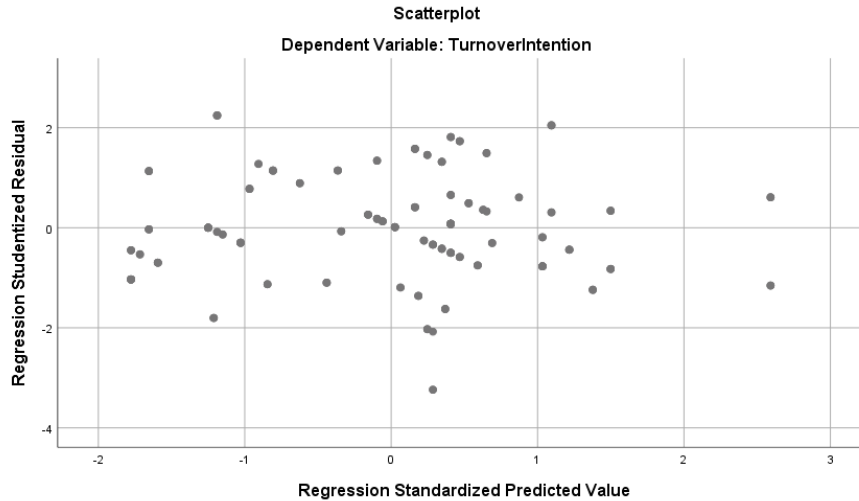


Figure 3. Scatterplot Test

Figure 3 plot shows that the points are scattered randomly and evenly around the zero line without forming any specific pattern. This scattering pattern indicates that the regression model does not experience heteroscedasticity issues. Thus, it can be concluded that the regression model in this study exhibits homoscedasticity.

Hypothesis Test Results

Coefficient of Determination Test

The coefficient of determination analysis is used to determine the extent to which the independent variables contribute to the dependent variable. The Coefficient of Determination (R-square) value ranges from 0 to 1. If R=0, there is no relationship between the independent and dependent variables. Conversely, if R=1, there is a strong relationship between the independent and dependent variables.

Table 10. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.804 ^a	.647	.644	1.73256

a. Predictors: (Constant), Kompensasi, WorkLifeBalance

Based on Table 10, the R-square value is 0.647. This result indicates the proportion of the influence of the independent variables simultaneously on changes in the dependent variable. In other words, changes in Work-life Balance and Compensation contribute 64.7% to the fluctuations in employees' Turnover Intention. The remaining 35.3% is explained by other factors outside this research model.

Multiple Regression Test

Multiple linear regression analysis is used to determine the extent of the influence of Work-life Balance (X₁) and Compensation (X₂) on Turnover Intention (Y) among employees. Based on the SPSS analysis results, the following was obtained:

Table 11. Multiple Regression Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	33.257	1.102		30.191	.000		
WorkLifeBalance	-.659	.069	-.648	-9.601	.000	.364	2.747
Kompensasi	-.143	.052	-.186	-2.757	.006	.364	2.747

a. Dependent Variable: TurnoverIntention

From the multiple regression test results above, the regression equation can be formed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 33.257 - 0.659 (X_1) - 0.143 (X_2) + e$$

The constant value (a) is 33.257, and the coefficient value (B) for X_1 is -0.659, meaning that every 1 unit increase in Work-life Balance will decrease Turnover Intention by 0.659 units. The Sig. value = 0.000 < 0.05, indicating that the effect of X_1 on Y is significant. Since the coefficient is negative and significant, Work-life Balance has a significant negative effect on Turnover Intention.

The coefficient value (B) for X_2 is -0.143, meaning that every 1 unit increase in Compensation will decrease Turnover Intention by 0.143 units. The Sig. value = 0.006 < 0.05, indicating that the effect of X_2 on Y is significant. Since the coefficient is negative and significant, Compensation has a significant negative effect on Turnover Intention.

Partial t-Test

The partial t-test is conducted to determine the individual effect of each independent variable (Work-life Balance and Compensation) on the dependent variable (Turnover Intention). The basic formula for determining the degrees of freedom (df) is as follows:

$$df = n - k - 1$$

With a sample size (n) of 216 and number of independent variables (k) of 2, the result is:

$$df = 216 - 2 - 1 = 213$$

Based on these degrees of freedom and a significance level of 0.05 ($\alpha = 5\%$), the t-table value is 1.971. The partial t-test results are as follows:

Table 12. t-Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	33.257	1.102		30.191	.000
WorkLifeBalance	-.659	.069	-.648	-9.601	.000
Kompensasi	-.143	.052	-.186	-2.757	.006

a. Dependent Variable: TurnoverIntention

The t-test results show that the Work-life Balance variable (X_1) has a calculated t-value of -9.601 with significance of 0.000 < 0.05, and the calculated t-value is greater than the t-table value

($|-9.601| > 1.971$). Therefore, H_0 is rejected and H_a is accepted, meaning Work-life Balance has a significant negative effect on Turnover Intention.

The Compensation variable (X_2) has a calculated t-value of -2.757 with significance of $0.006 < 0.05$, and the calculated t-value is greater than the t-table value ($|-2.757| > 1.971$). Therefore, H_0 is rejected and H_a is accepted, meaning Compensation has a significant negative effect on Turnover Intention.

Simultaneous F-Test

The F-test is used to determine whether the independent variables collectively have a significant effect on the dependent variable. This test is conducted by comparing the calculated F-value with the F-table value and observing its significance level.

The degrees of freedom (df) for the F-test are calculated using the following formulas:

- Numerator df = $k - 1 = 2 - 1 = 1$
- Denominator df = $n - k - 1 = 216 - 2 - 1 = 213$
- F-table value

For $\alpha = 0.05$; $df_1 = 1$ and $df_2 = 213 \rightarrow F\text{-table} = 3.885$.

Table 13. F-Test ANOVA^a

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	1171.126	2	585.563	195.073	.000 ^b
	Residual	639.374	213	3.002		
	Total	1810.500	215			

a. Dependent Variable: TurnoverIntention

b. Predictors: (Constant), Kompensasi, WorkLifeBalance

Based on Table 13, the ANOVA test results show a calculated F-value of 195.073 with a significance value of 0.000 . Since the calculated F-value (195.073) $>$ F-table (3.885) and sig. (0.000) $<$ 0.05 , it can be concluded that H_0 is rejected and H_a is accepted.

DISCUSSION

The research results indicate that Work-life Balance and Compensation significantly affect Turnover Intention among Generation Z employees in Jakarta. This shows that work-life balance factors and employee rewards play a crucial role in determining whether employees stay or leave the organization.

The Effect on Work-Life Balance on Turnover Intention.

The partial t-test results show that Work-life Balance has a negative and significant effect on Turnover Intention. This indicates that better perceived balance between work and personal life reduces employees' tendency to leave their jobs. The finding can be explained by the fact that Generation Z highly values work flexibility, psychological well-being, and professional-personal balance. When organizations provide flexible policies, balanced workloads, and personal life support, job stress decreases and work satisfaction increases. These research results align with research by (Wahyudi & Saryatmo, 2024) and (Saufi et al., 2023), confirming Work-life Balance negatively impacts Turnover Intention, making it crucial for retaining Generation Z employees.

The Effect on Compensation on Turnover Intention.

The results show Compensation has a significant negative effect on Turnover Intention, meaning better organizational compensation lowers employees' desire to leave. Theoretically, compensation serves as both financial reward and recognition of contributions. For Generation Z, competitive compensation is a key indicator in assessing organizational fairness and self-worth in the workplace. When employees feel that the compensation they receive does not

match their workload or contributions, dissatisfaction arises, which can lead to a desire to seek other employment. Conversely, fair and competitive compensation can boost motivation, job satisfaction, and loyalty to the organization. These findings align with the studies (Fauziah et al., 2024) and (Ulviana, 2025) which demonstrate that compensation significantly influences turnover intention, with good compensation capable of reducing the intention to leave among Generation Z employees.

The Simultaneous Influence of Work-Life Balance and Compensation on Turnover Intention.

The simultaneous F-test results show that Work-life Balance and Compensation together have a significant effect on Turnover Intention. This indicates that these two variables collectively contribute to explaining the variations in employees' intentions to leave the organization. The coefficient of determination (R^2) value of 0.647 indicates that 64.7% of Turnover Intention variation is explained by Work-life Balance and Compensation, while the remaining 35.3% is influenced by other factors outside the study, such as work environment, leadership, organizational culture, and career opportunities. These findings show that combining work-life balance with adequate compensation serves as a strategic factor for improving employee retention, particularly for Generation Z in Jakarta facing high work pressure and relatively high living costs.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research findings, Work-life Balance and Compensation play crucial roles in influencing Turnover Intention among Generation Z employees in Jakarta. First, Work-life Balance has been proven to have a negative and significant effect on Turnover Intention. This shows that better perceived balance between work and personal life reduces employees' tendency to leave the organization. This balance is a critical factor for Generation Z, who tend to prioritize work flexibility and psychological well-being. Second, Compensation also has a significant negative effect on Turnover Intention. Fair and competitive compensation, both financial and non-financial, enhances employee satisfaction and loyalty, thereby reducing the turnover to leave. Third, simultaneously, Work-life Balance and Compensation significantly affect Turnover Intention. This indicates that these two variables together make a strong contribution to explaining variations in employees' intentions to leave the organization. With a coefficient of determination of 64.7%, it can be concluded that most of the Turnover Intention is influenced by these two factors, while the remaining variation is influenced by other variables outside the scope of this study.

Recommendations

Based on the findings, companies are advised to implement policies that support Work-Life Balance, such as flexible working arrangements, balanced workloads, and adequate rest periods, as Generation Z places high importance on balancing personal and professional life. In addition, organisations should ensure that compensation is fair, competitive, and transparent, covering both financial (salary, bonuses) and non-financial aspects (benefits, career development, and welfare facilities). Providing wellness programmes, including counselling and health initiatives, can further strengthen employee commitment and reduce turnover intention.

From an academic perspective, future studies are recommended to include additional variables such as job satisfaction, leadership style, work environment, and organisational culture, as a significant portion of turnover intention is influenced by factors beyond this study. Expanding research to different industries or regions is also suggested to obtain more comprehensive and generalisable results.

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