

THE INFLUENCE OF WORK–LIFE BALANCE AND JOB STRESS ON TURNOVER INTENTION AMONG GENERATION Z EMPLOYEES IN GREATER BANDUNG

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Abstract

This study aims to analyze the effect of work-life balance and job stress on turnover intention among Generation Z employees in the Greater Bandung area. The study employed a quantitative approach using a survey method involving 127 respondents selected through purposive sampling and quota sampling with proportional allocation. The data were analyzed using multiple linear regression with the assistance of SPSS software. The results indicate that, partially, work-life balance does not have a significant effect on turnover intention, whereas job stress has a positive and significant effect on turnover intention. Simultaneously, work-life balance and job stress have a significant effect on turnover intention. The findings suggest that job stress is a more dominant factor than work-life balance in influencing Generation Z employees' intention to leave their organizations. The study highlights the importance for organizations to implement effective job stress management strategies and foster a work environment that supports work-life balance in order to improve the retention of Generation Z employees.

Keywords: Work-Life Balance, Job Stress, Turnover Intention, Generation Z, Multiple Linear Regression

A. INTRODUCTION

Generation Z has become an increasingly dominant segment of the workforce in Indonesia. Compared with previous generations, Generation Z places greater emphasis on maintaining a balance between personal life and work, workplace flexibility, mental well-being, and opportunities for career development. This shift in work values presents new challenges for organizations in retaining employees, as reflected in the growing tendency toward turnover intention. This phenomenon has become a significant concern because a high intention to leave can increase recruitment and training costs while disrupting organizational continuity and operational performance.

One factor that is believed to influence turnover intention is work-life balance. Achieving a balance between work responsibilities and personal life is regarded as an

essential need for Generation Z in fostering job satisfaction and sustaining long-term career development. Conversely, excessive job demands may lead to job stress, which can encourage employees to seek alternative employment that better aligns with their expectations and personal values. Consequently, organizations are expected to create work environments that are not only productive but also supportive of employees' psychological well-being and overall quality of life.

In the Indonesian context, particularly in the Greater Bandung area, these issues have become increasingly relevant. Greater Bandung is a metropolitan region characterized by an economy driven primarily by the service sector, creative industries, trade, and higher education. The highly competitive work environment, fast-paced organizational culture, and high mobility of young workers have the potential to intensify job stress while simultaneously affecting employees' work-life balance. These conditions may contribute to a stronger tendency toward turnover intention among Generation Z employees, who are generally at the early stages of their careers.

Numerous studies have examined the relationships among work-life balance, job stress, and turnover intention. However, previous findings have not produced consistent results across different regional contexts and respondent characteristics. For example, Septianini (2024) found that work-life balance negatively affected turnover intention, whereas job stress had a positive effect on turnover intention among Generation Z employees in Bekasi Regency. Nevertheless, the study was conducted in a region dominated by the manufacturing industry, which differs substantially from the more diverse economic structure of Greater Bandung. Therefore, the generalizability of previous findings to the Greater Bandung context requires further empirical investigation.

Based on these conditions, a research gap exists in the limited empirical evidence regarding the influence of work-life balance and job stress on turnover intention among Generation Z employees in a non-capital metropolitan area with a diverse economic structure. This study offers a novel contribution by extending the research setting to Greater Bandung, a region with labor market dynamics that differ from those examined in previous studies. The findings are expected to enrich the human resource management literature, particularly regarding the work behavior of Generation Z, while also providing practical insights for organizations in developing employee retention strategies through effective job stress management and the promotion of work-life balance.

Accordingly, this study aims to analyze the effects of work-life balance and job stress on turnover intention among Generation Z employees in the Greater Bandung area, both partially and simultaneously.

B. LITERATURE REVIEW

Work-Life Balance Theory

Work-life balance is a concept that describes an individual's ability to effectively manage the demands of work and personal life so that both domains coexist in harmony. According to Greenhaus and Allen (2011), work-life balance extends beyond the allocation of time and also reflects the balance of psychological involvement and the level of satisfaction

individuals experience in fulfilling their work and personal roles. Individuals who achieve a healthy work-life balance are better able to meet their professional responsibilities without compromising their family life, health, or social activities. Conversely, an imbalance between work and personal life may lead to fatigue, role conflict, and a decline in psychological well-being. In the context of Generation Z employees, work-life balance has become an increasingly important factor because this generation places greater value on workplace flexibility, mental health, and overall quality of life than previous generations (Greenhaus & Allen, 2011). Indicators of Work-Life Balance (Greenhaus et al., 2003)

- Time Balance
- Involvement Balance
- Satisfaction Balance

Job Stress Theory

Job stress refers to a psychological condition that arises when job demands exceed an individual's capacity to cope, resulting in physical and psychological strain. Robbins and Judge (2023) define job stress as an adaptive response to work-related demands that individuals perceive as challenges or threats to their well-being. High levels of job stress can reduce productivity, job satisfaction, and motivation while increasing employees' intention to leave the organization. In addition to excessive workload, job stress may also be triggered by role conflict, role ambiguity, time pressure, and interpersonal relationships within the workplace. Among Generation Z employees, job stress is often associated with high career expectations, career uncertainty, and the continuous need to adapt to technological advancements and rapidly changing work environments (Robbins & Judge, 2023). Indicators of Job Stress (Robbins & Judge, 2023)

- Task Demands
- Role Demands
- Interpersonal Demands
- Organizational Structure
- Organizational Leadership

Turnover Intention Theory

Turnover intention refers to an employee's conscious willingness or intention to voluntarily leave the organization in which they are employed. According to Mobley (2011), turnover intention represents the psychological stage that precedes the actual decision to resign and is considered one of the strongest predictors of employee turnover. This intention generally arises from factors such as job dissatisfaction, high levels of job stress, poor work-life balance, or the availability of more attractive employment opportunities elsewhere. A high level of turnover intention can negatively affect organizations by increasing recruitment and training costs, disrupting operational continuity, and reducing overall organizational productivity. Therefore, understanding the factors that influence turnover intention is essential for organizations seeking to retain employees, particularly Generation Z, who are recognized for their relatively high career mobility (Mobley, 2011). Indicators of Turnover Intention (Mobley, 2011)

- Thinking of Quitting

<http://jurnaldialektika.com/>

- Intention to Search (for alternative employment)
- Intention to Quit

C. RESEARCH METHODOLOGY

This study employed a quantitative approach using a survey research design to analyze the effects of work-life balance and job stress on turnover intention among Generation Z employees in the Greater Bandung area. The research was conducted in the cities of Bandung and Cimahi, as well as Bandung Regency and West Bandung Regency, which together constitute the Greater Bandung metropolitan area. The study examined two independent variables, namely work-life balance (X_1) and job stress (X_2), and one dependent variable, turnover intention (Y).

The target population consisted of Generation Z employees working in the Greater Bandung area. A total of 127 respondents were selected using a combination of purposive sampling and quota sampling with a proportional allocation approach. Respondents were required to meet specific criteria, including belonging to the Generation Z cohort and being actively employed in the study area during the data collection period. Primary data were collected through a structured questionnaire using a five-point Likert scale, while secondary data were obtained from relevant literature, scientific publications, and statistical reports related to the research topic.

Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure that each indicator accurately and consistently measured the intended constructs. Furthermore, classical assumption tests—including the normality test, multicollinearity test, and heteroscedasticity test—were conducted to verify that the data satisfied the assumptions required for multiple linear regression analysis.

The data were analyzed using multiple linear regression analysis with the assistance of SPSS software. Hypothesis testing was performed using the t-test to examine the partial effect of each independent variable on turnover intention, the F-test to assess the simultaneous effect of work-life balance and job stress on turnover intention, and the coefficient of determination (R^2) to determine the extent to which work-life balance and job stress explained the variation in turnover intention among Generation Z employees in the Greater Bandung area.

D. RESULT AND DISCUSSION

Respondent Characteristics

The study involved 127 Generation Z employees working in the Greater Bandung area as respondents. The participants represented a variety of employment sectors, reflecting the characteristics of the young workforce in a metropolitan region. Respondents were proportionally distributed across the City of Bandung, City of Cimahi, Bandung Regency, and West Bandung Regency, providing a representative overview of the research area.

Instrument Testing Results

Before hypothesis testing, all research instruments underwent validity and reliability testing. The results indicated that all indicators measuring work-life balance, job stress, and

turnover intention met the validity criteria and demonstrated satisfactory levels of reliability, confirming their suitability as measurement instruments for the study. Furthermore, the results of the classical assumption tests showed that the regression model satisfied the assumptions of normality, exhibited no multicollinearity, and showed no evidence of heteroscedasticity. Therefore, the regression model was considered appropriate for multiple linear regression analysis.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effects of work-life balance and job stress on turnover intention among Generation Z employees in the Greater Bandung area. The results revealed that, partially, work-life balance did not have a statistically significant effect on turnover intention. This finding suggests that the level of work-life balance perceived by respondents was not the primary factor influencing their intention to leave the organization.

In contrast, job stress was found to have a positive and statistically significant effect on turnover intention. This result indicates that the higher the level of job stress experienced by Generation Z employees, the greater their intention to seek alternative employment or leave their current organization.

The simultaneous hypothesis test using the F-test demonstrated that work-life balance and job stress, when considered together, had a significant effect on turnover intention. Thus, both variables jointly explained variations in turnover intention, although job stress emerged as the more influential predictor compared with work-life balance.

Summary of Hypothesis Testing

The hypothesis testing results showed that the hypothesis proposing a significant effect of work-life balance on turnover intention was not supported by the empirical data. Conversely, the hypothesis stating that job stress has a positive effect on turnover intention was supported. In addition, the hypothesis that work-life balance and job stress simultaneously influence turnover intention was also confirmed. These findings indicate that the psychological factor of job stress plays a more substantial role than work-life balance in shaping the intention to leave among Generation Z employees in the Greater Bandung area.

Hypothesis

Result

H1: Work-Life Balance → Turnover Intention	Rejected
H2: Job Stress → Turnover Intention	Accepted
H3: Work-Life Balance & Job Stress → Turnover Intention	Accepted

Effect of Work-Life Balance on Turnover Intention

The findings of this study indicate that work-life balance does not have a significant effect on the turnover intention of Generation Z employees in the Greater Bandung area. This finding suggests that achieving a balance between personal life and work is not the primary factor influencing respondents' decisions to remain with or leave their organizations. In other words, although respondents reported relatively favorable levels of work-life balance, this condition did not necessarily reduce their intention to seek employment elsewhere.

From a theoretical perspective, work-life balance refers to a condition in which individuals successfully balance work responsibilities with personal life, thereby enhancing well-being and job satisfaction. However, for Generation Z employees, the decision to change jobs is influenced not only by work-life balance but also by factors such as career development opportunities, compensation, organizational culture, workplace flexibility, and the opportunity to gain new experiences. Therefore, work-life balance should not be regarded as the sole determinant of turnover intention.

These findings suggest that organizations cannot rely exclusively on work-life balance initiatives as an employee retention strategy. Efforts to retain Generation Z employees should also include clear career development pathways, competitive reward systems, and a work environment that fulfills both their psychological and professional needs.

Effect of Job Stress on Turnover Intention

This study demonstrates that job stress has a positive and statistically significant effect on turnover intention. In other words, the higher the level of job stress experienced by Generation Z employees, the greater their intention to leave the organization. These results indicate that work-related stress remains one of the dominant factors influencing employees' intention to change jobs.

This finding is consistent with the Job Demands–Resources (JD-R) Theory, which argues that excessive job demands combined with insufficient job resources increase psychological exhaustion, reduce work motivation, and ultimately encourage employees to leave their organizations. This perspective is particularly relevant for Generation Z employees, who generally have high expectations for healthy, supportive work environments that prioritize mental well-being.

The results also reinforce previous studies identifying job stress as one of the strongest predictors of turnover intention. Consequently, effective job stress management should be considered a key component of human resource management strategies, particularly in organizations employing a predominantly young workforce.

Effect of Work-Life Balance and Job Stress on Turnover Intention

The results of the simultaneous hypothesis test indicate that work-life balance and job stress, when considered together, have a significant effect on turnover intention. This finding suggests that employees' intention to leave an organization is not shaped by a single factor but rather by the interaction of multiple workplace conditions. Although work-life balance did not have a significant partial effect, it still contributed to the overall regression model when analyzed together with job stress.

These findings imply that organizations should adopt a more comprehensive approach to human resource management. Reducing job stress through effective workload management, clear communication, supportive leadership, and employee well-being programs should be complemented by policies that promote work-life balance. The integration of these strategies is expected to enhance job satisfaction while reducing employees' intention to leave the organization.

Research Implications

From a theoretical perspective, this study contributes to the literature on the factors influencing turnover intention among Generation Z, particularly within the context of a metropolitan area such as Greater Bandung. The finding that job stress exerts a more substantial influence than work-life balance suggests that psychological factors remain the primary determinants of employees' intention to leave their organizations.

From a practical perspective, the findings provide valuable insights for organizations seeking to improve employee retention. Organizations should prioritize job stress management strategies by evaluating workload distribution, enhancing leadership quality, providing psychological support, and fostering a healthy work environment. At the same time, work-life balance policies should continue to be developed as part of a long-term strategy to improve the retention of Generation Z employees and promote sustainable organizational development.

E. CONCLUSION

This study aimed to analyze the effects of work-life balance and job stress on turnover intention among Generation Z employees in the Greater Bandung area. Based on the findings, it can be concluded that work-life balance does not have a statistically significant effect on turnover intention. This finding suggests that the balance between personal life and work is not the primary factor influencing the intention of Generation Z employees in the study area to leave their organizations.

In contrast, job stress was found to have a positive and statistically significant effect on turnover intention. The higher the level of job stress experienced by employees, the greater their intention to leave the organization. These results indicate that job stress is a more influential factor than work-life balance in shaping Generation Z employees' decisions to remain with or leave their current employers.

Furthermore, the simultaneous analysis revealed that work-life balance and job stress jointly have a significant effect on turnover intention. This finding suggests that employees' intention to leave is a multifaceted phenomenon influenced by the interaction of various workplace factors. Therefore, organizations should adopt a comprehensive human resource management strategy that addresses multiple aspects of employees' work experiences.

From a practical perspective, this study highlights the importance for organizations to prioritize job stress management by implementing fair workload distribution, improving communication between supervisors and employees, providing mental health support, and fostering a healthy and supportive work environment. In addition, policies that promote work-life balance should continue to be developed as part of a long-term employee retention strategy for Generation Z.

This study has several limitations. It was conducted exclusively among Generation Z employees in the Greater Bandung area using a quantitative approach and focused only on work-life balance and job stress as the independent variables. Therefore, future research is recommended to include broader geographical coverage, employ mixed-methods approaches, and incorporate additional variables such as job satisfaction, organizational commitment,

organizational culture, leadership, compensation, and employee engagement to provide a more comprehensive understanding of the factors influencing turnover intention.

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