International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Work Life Balance And Work Stress On Turnover Intention Through Job Satisfaction As An Intervening Variable On Generation Z Employees In Surabaya

Shofiyana Futri[1], Kustini Kustini[2]

[1,2] Management Study Program, Faculty of Economic and Business
Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia

E-mail: 20012010139@student.upnjatim.ac.id kustini.ma@upnjatim.ac.id

Abstract

This study aims to prove the effect of Work Life Balance and Job Stress on Turnover Intention with Job Satisfaction as an Intervening Variable on Generation Z Employees in Surabaya. The sample of this study was 105 people with a sample determination using the Ferdinand formula. The data analysis technique in this study used Smart Pls. The results of the study showed that Work Life Balance had a negative and significant effect on Job Satisfaction, Work Stress had a negative and insignificant effect on Job Satisfaction, Work Life Balance had a negative and insignificant effect on Turnover Intention, Work Stress had a positive and significant effect on Turnover Intention, Job Satisfaction had a negative and insignificant effect on Turnover Intention, Work Life Balance had a positive and insignificant effect on Turnover Intention through Job Satisfaction, Work Stress had a positive and insignificant effect on Turnover Intention through Job Satisfaction.

Keywords: Generation Z; Job Satisfaction; Work Stress; Turnover Intention; Work Life Balance

INTRODUCTION

According to data from Indonesia's Central Statistics Agency (BPS) 2020 Population Census, Generation Z is defined as those who were born between 1997 and 2012. With 27.94% of the country's overall population, Gen Zers make up the largest

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demographic in Indonesia relative to other generations. Thus, Generation Z's existence in Indonesia, especially the fact that they are young workers who are just beginning to enter the labour, can have a significant impact. By 2025, 77% of Indonesia's workforce is expected to be made up of members of this generation (Utami & Siswanto, 2021). In particular, Surabaya's Generation Z workforce makes very fascinating research subjects. According to estimates from the 2022 census, Generation Z accounted for about 800,000 persons, or almost 30% of all people in the 10- to 29-year-old age group.

Work-Life Balance is one of the numerous issues that may be brought up and is fascinating to examine in relation to Generation Z employees. In 2024, an application named Jakpat asked 655 Gen Z respondents on the fundamentals of work-life balance for its official study titled "Understanding Gen Z: Preferences in the Workplace." 74% of Gen Z said that their mental health is their top concern. Conversely, 69% of Generation Z highlighted the connection between work-life excitement and work-life balance. Moreover, 68% of respondents chose "enhancing job performance" and "reducing stress". This indicates that Gen Z agrees that a work-life balance may reduce stress and increase output.

Nowadays, Generation Z is researching work-life balance and workplace stress in great detail. The accounting company Deloitte ran a poll titled "Millennials and Generation Z-making Mental Health at Work a Priority" with twenty-three thousand respondents across 45 nations.. It was noted that the percentage of Generation Z who experienced stress due to job or career prospects was 50%. This makes Generation Z feel more stress overall and fatigue due to the work they carry than other groups or generations. A study by Forbes (2018) also found that 77% of Gen Z employees experience stress at work due to their views of a highly competitive workplace.

Another subject that is frequently fascinating to research in Generation Z is job satisfaction. Job satisfaction, according to Atmaja (2022), is an enjoyable emotional state that stems from a love of one's work. Put differently, an employee's emotional attitude at work might negatively impact their job satisfaction and lead to a state of sadness. Based on existing surveys, Generation Z actually prefers to be unemployed rather than feel unhappy in their workplace. A survey conducted by Randstad Workmonitor of 35,000 workers aged 18-67 years in Europe, Asia Pacific and America in 2022 showed detailed results, namely that 41% of workers aged 18-24 years, aka Gen Z, chose to be unemployed rather than unhappy in their workplace.

Gen Z is considered to have a high level of anxiety beyond previous generations. Therefore, Gen Z easily changes companies in order to find a more comfortable work

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environment without high pressure (Ali & Purwandi, 2022). Based on a survey conducted by Robert Walters in a survey entitled "The Great Resignation Reality Check", it shows that professional workers in Indonesia who have thought about plans to leave their jobs or move to get a new job are 77%. (Katadata.co.id, 2022). The results of a survey from Jakpat (2022) show that 34% of Gen Z expressed a desire to resign, although without specifying a specific time. Followed by 10% of Gen Z who plan to resign in the next 6 months. Another 8% are considering resigning within the next 1 year.

As per Greenhalgh's evaluation in (Ni Luh Eva Riantini et al., 2021) in a study conducted by (Halim & Antolis, 2021), the factors that contribute to the intention of leaving an employer include work-life balance, job satisfaction, and workplace stress. Nurhidayati, M., & Dini, Y. I. F. (2023) discovered that, although the job satisfaction variable had a substantial positive effect in mediating the connection between work stress and turnover intention, work-life balance had a significant negative influence on turnover intention through job satisfaction.

Given the foregoing context, the primary objective of this research is to determine how balance between personal life and job pressure affect those who want to depart their current position from means of job satisfaction, which acts as a mediator for Generation Z workers in Surabaya. The results of several other studies, which demonstrate both positive and negative impacts in addition to substantial and minor effects, make this research possible. Consequently, the results of several previous investigations still have discrepancies in them

RESEARCH METHODS

The participants within the present research had been Surabaya City's Generation Z workforce. The sample is a subset of the population that has specific attributes and a given number. In this work, a purposive sampling strategy is combined with a non-probability sampling method.The detective chose a sample of Gen Z workers in Surabaya who were around their ages of 20 and 27 and had been working for a usual company for less than twelve months. Utilising the Ferdinand formula (2014:173), the investigator multiplied the quantity of indicators and minimum parameters by 5–10, resulting in a response range of 100–200. There were 105 responses, or 15x7, in the final findings. A Google Form link was used as the questionnaire's form, and it collected answers using a rating system known as Likert scale of 1 to 5, or strongly opposed to strongly in agreement. The Partial Least Square (PLS) method of analysis element of the structural equation modeller (SEM) near was used for data analysis in this investigation.

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RESULTS AND DISCUSSION

PLS Model Analysis

Outer Model

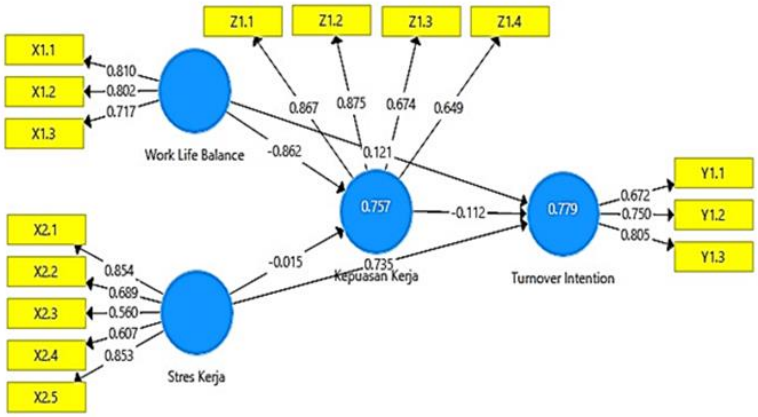


Figure 1: Outer Model Graph

It is evident from the loading factor values above that the first indication from the Work Life Balance variables (X1), time balance, is the highest level of influence (putting take value as 0.810). Furthermore, with a loading factor value of 0.854, the main indicator—task demands—has the greatest influence on the Work Stress variable (X2). Through a loading factor of 0.875, salary/wage satisfaction—the second indicator—is the most significant one in the Job Satisfaction variable (Z). The third indication, which is the desire to locate a new work and possesses a loading factor number of 0.805, is therefore most important indicator on the Turnover Intention variable (Y).

Inner Model

R Square

Table 1: Tabel R Square

	R Square
Job Satisfaction	0,757
Turnover Intention	0,779

Source: Processed Primary Data (2024)

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According to the table above, the variable Work Life Balance (X1) and Job-related stress have an effect of 77.9% on employee turnover intention (Y), whereas other constructs not included in this study had an influence of 22.1%. Then, job satisfaction (Z) has a value of 0.757, indicating who work-life balance (X1) or job stress (X2) exhibit a 75.7% effect, with additional variables outside the study's construct accounting for the remaining 24.3%.

Hypothesis Test

Table 2 : Tabel Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Satisfaction -> Turnover Intention	-0,112	-0,112	0,104	1,083	0,279
Work Stress -> Job Satisfaction	-0,015	-0,020	0,056	0,263	0,793
Work Stress -> Turnover Intention	0,735	0,741	0,060	12,275	0,000
Work Life Balance -> Job Satisfaction	-0,862	-0,863	0,050	17,395	0,000
Work Life Balance -> Turnover Intention	0,121	0,114	0,110	1,097	0,273

Source: Processed Primary Data (2024)

Based on hypothesis testing, the results of the hypothesis are as follows:

H1: Unquestionably, a work-life balance increases job satisfaction. The initial sample number of -0.862, the T The results value of 17.395> 1.96, and the P values of 0.000 <0.05 all affirm the findings, which reveal that work-life balance has a substantial but negative impact on job fulfilment. **Therefore, the first hypothesis can be accepted.**

H2:It is intolerable that stress at work has a negative and substantial impact on job satisfaction. The original sample value of -0.015, the T Statistics value of 0.263<1.96, and the P values of 0.793>0.05 all confirm the findings, which indicate that work stress has a

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negative but non-significant impact on job satisfaction. **Therefore, the second hypothesis is rejected.**

H3: It is unacceptable that Work-Life Balance has a major and detrimental effect on Turnover Intention. The original sample value of 0.121, the T Statistics value of 1.097 <1.96, and the P values of 0.273 > 0.05 all confirm the results, which indicate that work-life balance has a negative but non-significant impact on turnover intention. **Therefore, the third hypothesis is rejected.**

H4: It makes sense to draw the conclusion that job stress has a positive and significant influence on the desire to leave. An individual's willingness to quit their job is strongly positively influenced by job stress, as indicated by the original sample value of 0.735, the T Statistics value of 12.275> 1.96, and the P values of 0.000 <0.05. **Therefore, the fourth hypothesis can be accepted.**

H5: It is unacceptable to acknowledge that Work Satisfaction significantly and negatively affects Turnover Intention. Work satisfaction and turnover intention have a negative but non-significant correlation, as indicated by the original sample value of -0.112, the T Statistics value of 1.083 <1.96, and the P values of 0.279>0.05. **Therefore, the fifth hypothesis is rejected.**

Table 3: Specific Indirect Effect (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Stress -> Job Satisfaction -> Turnover Intention	0,002	0,002	0,009	0,186	0,853
Work Life Balance -> Job Satisfaction -> Turnover Intention	0,097	0,096	0,091	1,067	0,286

Source: Processed Primary Data (2024)

H6: Admitting that balance between work and personal life has a significant and detrimental effect on job satisfaction and turnover intention is unacceptable. Work-life balance has an advantageous but not substantial impact on turnover intention through job satisfaction, according to the original sample value of 0.097, the T Statistics value of 1.067 <1.96, and the P values of 0.286>0.05. **Therefore, the sixth hypothesis is rejected.**

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H7: It is impossible to assume that a satisfying job has an adverse effect on plans to leave due to work stress. The previously unique example score of 0.002, the T Statistics appreciate of 0.186 <1.96 and a P-value of 0.853> 0.05 support the findings, which indicate that work stress has a little but favourable effect on the intent to leave via satisfaction with work. **Therefore, the seventh hypothesis is rejected.**

Work Life Balance on Job Satisfaction

Given that work-life balance has a negative impact on job satisfaction and that this effect is statistically significant for Surabaya's Generation Z workforce, the hypothesis is accepted. The study's conclusions demonstrate that, in the context of Surabaya's Generation Z workforce, achieving a balance between life at home and at work does not always increase employee satisfaction. Time balance, the strongest indicator of work-life balance, should have a positive impact, but the study's findings revealed a significant negative correlation.

Work Stress on Job Satisfaction

The results for the previous investigation indicate that, although not statistically significant, occupational stress has a negative effect on job satisfaction among staff members from Generation Z. Stated differently, it cannot be a link among job-related stress or employee happiness at work. The results of this study are not noteworthy for a number of reasons. First off, compared to previous generations, employees from Generation Z can see stress and job satisfaction differently. They can view workplace stress as a necessary aspect of the obstacles they must overcome rather than as something that impedes their ability to do their jobs well. As a consequence, even when they encounter stress, it has little effect on how happy they are at work.

Work Life Balance on Turnover Intention

Based on its results of the theory evaluation, the researcher concluded how work-life balance is neither positively or significantly impacted, with time balance being a particularly essential variable when considering work-life balance. The preferences of Generation Z regarding time balancing are varied. While some people might prefer remote work or flexible work schedules, others could be more focused on elements of their careers and personal growth. Even a decent work-life balance might not be sufficient to lower the amount of turnover intention when these expectations are not fulfilled.

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Work Stress on Turnover Intention

This research indicates the intention to leave is greatly and positively affected by Do Pressure. This positive consequence means that Surabaya's Generation Z workforce is more likely to plan to leave their job if they are under a lot of stress at work. Workplace stress provides an image of an individual's ability to perform at their best while stifling their degree of efficacy. Naturally, this suggests that a major deciding factor in whether Generation Z workers choose to stay in their current positions or quit them is work-related stress.

Job Satisfaction on Turnover Intention

According to the outcome from the fourth test, turnover intention is negatively but not significantly impacted by job satisfaction. This indicates that among Generation Z employees in this field, job satisfaction is not a significant enough factor to predict the desire to quit. One significant conclusion is that income or compensation is the best measure of work happiness. This demonstrates how important money is to Generation Z in Surabaya when determining how satisfied they are with their jobs. Salary is the primary factor affecting work satisfaction, yet it has little effect on the desire to leave a job. This implies that while pay is significant, it might not be sufficient to prevent Generation Z workers from wanting to change positions.

Work Life Balance on Turnover Intention Mediated by Job Satisfaction

The testing of this hypothesis demonstrates a positive and negligible influence of work-life balance in the intent to leave as measured by fulfilment with work. At this research, employment satisfaction—which has been suggested as a mediator—may be affected through an array of other factors unrelated to balance between work and personal life. Work Life Balance is less of an influence on turnover intention when factors like connections with managers, company culture, and work recognition are taken into consideration when assessing job satisfaction. Despite the fact that work-life balance is frequently cited as a key component in lowering turnover intentions, this study concluded that generation Z in Surabaya did not significantly benefit from it.

Work Stress on Turnover Intention Mediated by Job Satisfaction

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According to findings in the seventh hypothesis test, fulfilment via workplace stress had a beneficial yet minor effect on planned turnover. This occurrence suggests that, despite high task demands and pressure, Surabaya's Generation Z workforce is not being actively encouraged to quit or explore for better employment. Furthermore, our findings clarify that job stress can adversely impact turnover intention even in the absence of job satisfaction.

CONCLUSION

Based on the results of the research findings above, it can be concluded that Work Life Balance has a negative and significant effect on Job Satisfaction, Work Stress has a negative and insignificant effect on Job Satisfaction, Work Life Balance has a negative and insignificant effect on Turnover Intention, Work Stress has a positive and significant effect on Turnover Intention, Job Satisfaction has a negative and insignificant effect on Turnover Intention, Work Life Balance has a positive and insignificant effect on Turnover Intention through Job Satisfaction, Work Stress has a positive and insignificant effect on Turnover Intention through Job Satisfaction.

Even if some of the study's findings did not indicate a substantial impact, businesses should continue to take the initiative to assess and create policies that are pertinent to the requirements of their workforce, particularly Surabaya's Generation Z. Due to its size, Surabaya may have a large number of employment options, making the Work Life Balance factor insufficient to have a substantial impact on Turnover Intention. Furthermore, organisations need to be able to foster a healthy work atmosphere in order to minimise job-related stress and lower turnover intentions. Additionally, factors other than work-life balance may have an impact on job satisfaction, which is the mediator in this study. Reduced impacts of work-life balance and job stress on turnover intention can be achieved by focussing more on factors such as relationships with superiors, business culture, and work recognition when assessing job satisfaction.

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