

The Influence of Work-Life Balance and Work Culture on Generation Z Turnover In Semarang City

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Abstract

This study aims to analyze the effect of work-life balance and work culture on turnover intention among Generation Z employees in Semarang City, as well as to identify the most dominant variables influencing their decision to leave the organization. This study uses a quantitative approach with a survey method. The research population consists of Generation Z employees (born between 1997 and 2012) working in various industrial sectors in Semarang City. The sample will be selected using purposive sampling with a sample size of 150 people. Data collection will be conducted through a structured questionnaire that has been tested for validity and reliability. Data analysis techniques use multiple linear regression or Structural Equation Modeling (SEM) to test the relationship between variables and identify direct and indirect effects. The results of the study show that work-life balance has a negative and significant effect on the turnover intention of Generation Z human resources in Semarang City (t-statistic = -2.398, p-value = 0.000 < 0.05). In addition, there is a positive and significant impact of Work Culture on the Turnover Intention of Generation Z Human Resources in Semarang City (statistical t = 0.249, p value = 0.000 > 0.05).

Keywords: work-life balance; work culture; turnover intention; Generation Z; Semarang City;

INTRODUCTION

Generation Z places a high priority on work-life balance. Most of them are interested in companies that not only offer good compensation, but also provide opportunities to explore hobbies outside of work and avoid burnout. In addition, a positive, inclusive, and supportive work culture that encourages personal growth is a significant draw.



A transparent, fair, and respectful work environment can strengthen employee loyalty. Conversely, an unsupportive or toxic work environment can quickly drive them to seek new opportunities elsewhere (Osorio & Madero, 2024). Therefore, it is important for companies to understand and implement policies that support work-life balance and create a work culture that appeals to this generation in order to retain their talent and reduce high turnover rates (Suwandi et al., 2025).

Given the changing and competitive labor market conditions in Semarang, as well as the large number of companies targeting Generation Z, the importance of this research becomes even more apparent. By understanding the influence of WLB and work culture on the turnover rate of Generation Z in Semarang, companies can develop more effective and sustainable retention strategies (Wahyudi & Saryatmo, 2024).

The impact of work-life balance on increasing turnover intention has been proven (Aqsa et al., 2023), which shows that work-life balance has a negative and significant impact on turnover intention. However, this differs from the findings of a study conducted by (Novitasari & Dessyarti, 2022), which shows that work-life balance has no significant impact on turnover intention. These studies have not considered the unique characteristics of smaller developing cities, where infrastructure development, career opportunities, and lifestyles may differ significantly. Therefore, this study aims to fill this gap by analyzing the influence of these three factors on turnover intention, thereby contributing valuable insights to the human resource management literature and providing practical guidance for policymakers and managers in their efforts to attract and retain Gen Z talent amid the city's economic development.

Work culture has a significant and negative influence on turnover intention, as proven by (Wahyuniati & Yudanegara, 2024). However, this differs from the study conducted by Naibaho, T. C. A., Nelwan, O. S., & Raintung, M. Ch. (2024), which found that work culture has no influence and is not significant in terms of turnover intention. Based on observations of previous studies, several research gaps were found, including a theoretical gap that shows the limitations of research in integrating work-life balance theory with organizational culture theory into a comprehensive model, a methodological gap that highlights the dominance of cross-sectional designs, thus requiring more longitudinal studies to understand causality, an empirical gap that reveals the scarcity of studies on the interaction effects between work-life balance (WLB) and work culture on turnover, and a contextual gap in studies in the Indonesian context, particularly in certain sectors and industries.

Theoretical Basis

Turnover Intention is the psychological tendency of employees to leave an organization based on the Theory of Planned Behavior, which includes cognitive,



affective, and behavioral dimensions (Cruz et al., 2022). Work-Life Balance (WLB) is a multidimensional balance between work and personal life roles based on Role Conflict Theory and Resource Conservation Theory (Saufi et al., 2023; Yu et al., 2022). Work Culture is a system of shared values, norms, and beliefs that shape organizational behavior based on Schein's theory (Laksmana & Kristanto, 2023).

The conceptual framework of this study was developed based on the integration of relevant theories, namely the Theory of Planned Behavior to explain the formation of turnover intention, Resource Conservation Theory to explain the role of work-life balance (WLB) in retaining employee resources, and Organizational Culture Theory to explain the influence of culture on employee work behavior.

RESEARCH METHODOLOGY

This study uses a quantitative approach with a cross-sectional survey design to examine the effect of work-life balance (WLB) and work culture on turnover among Generation Z in Semarang City. The research population consists of Generation Z employees (born between 1997 and 2012) working in various sectors in Semarang City, with a sample of 150 respondents selected using purposive sampling based on age and minimum work experience of 1 year. The research stages began with the identification of variables through literature observation, followed by the development of a Likert Scale-based survey instrument, instrument validation through pilot testing, and questionnaire distribution via platforms such as Google Forms.

Data collection was conducted over 21 days, with analysis using multiple linear regression techniques through SPSS software to test the direct and moderating effects hypotheses. The final stages included interpreting the results, discussing the findings, and providing practical recommendations for organizations in Semarang to reduce Generation Z turnover. This study ensured ethical standards by obtaining consent from respondents and maintaining data confidentiality.

RESULTS AND DISCUSSION

Research Results

A. DESCRIPTIVE STATISTICS

1. Descriptive Research Subjects

Gender		
Gender	Frequency	Percentage (%)
Men	57	38,0%
Women	93	62,0%
Total	150	100%

Source: Data processed by SEM 2025



The results show that there were 57 male respondents (38%) and 93 female respondents (62%).

Table 2 Age

Age Range	Frequency	Percentage (%)
<21	25	16, 7%
21-30	125	83,3%
Total	150	100,0%

Source: Data processed by SEM 2025

The results show that 25 respondents (16.7%) were under 21 years old, and the majority of respondents were between 21 and 30 years old, totaling 125 people (83.3%).

2. Data Grouping Based on the Level of Each Variable

Table 3 DESCRIPTIVE STATISTICS

VARIABEL	N	RANGE	Xmin	Xmax	MEAN	Std. Deviation
WORK-LIFE BALANCE	150	18	11	29	22,20	3,886
WORK CULTURE	150	30	15	45	35,93	6,308
TURNOVER INTENTON	150	38	12	50	33,34	7,634

Source: Data processed by SEM 2025

Work-life balance has a range of 18, with a minimum value of 11 and a maximum value of 29. The average value for work-life balance is 22.20 with a standard deviation of 3.886. Work culture has a range of 30, with a minimum value of 15 and a maximum value of 45. The average value for work culture is 35.93 with a standard deviation of 6.308. Turnover intention has a range of 38, with a minimum value of 12 and a maximum value of 50. The average value for turnover intention is 33.34 with a standard deviation of 7.634.

After obtaining the above descriptive results, categorization was carried out to classify the data based on the total value of each variable, which was classified into three levels: low, medium, and high. The following is the classification form:

	LOW CATEGORY	MEDIUM CATEGORY	HIGH CATEGORY
	$X < M - 1SD$	$M - 1SD \leq X < M + 1SD$	$M + 1SD \leq X$
Work-life Balance	$X < 22,20 - 1(3,886)$ $= X < 18,314$	$18,314 \leq X < 22,20 + 1(3,886)$ $= 18,314 \leq X < 26,086$	$26,086 \leq X$
Work Culture	$X < 35,93 - 1(6,308)$ $= X < 29,622$	$29,622 \leq X < 35,93 + 1(6,308)$ $= 29,622 \leq X < 42,238$	$42,238 \leq X$
Turnover Intention	$X < 33,34 - 1(7,634)$ $= X < 25,706$	$25,706 \leq X < 33,34 - 1(7,634)$ $= 25,706 \leq X < 40,974$	$40,974 \leq X$

Source: Data processed by SEM 2025

WORK-LIFE BALANCE

CLASSIFICATION	FREQUENCY	PERCENTAGE (%)
LOW	20	13,3%
HIGH	107	71,3%
MEDIUM	23	15,3%
TOTAL	150	100,0%

Source: Data processed by SEM 2025

There were 20 respondents (13.3%) who experienced low work-life balance, 23 respondents (15.3%) who experienced moderate work-life balance, and 107 respondents (71.3%) who experienced high work-life balance.

WORK CULTURE

CLASIFICATION	FREQUENCY	PERCENTAGE (%)
LOW	23	15,3%
HIGH	106	70,7%
MEDIUM	21	14,0%
TOTAL	150	100,0%

Source: Data processed by SEM 2025

Twenty-three respondents (15.3%) felt that the work culture was supportive to a low degree, while 21 respondents (14%) felt that the work culture was supportive to a moderate degree, and 106 respondents (70.7%) felt that the work culture was supportive to a high degree.

TURNOVER INTENTION

CLASIFICATION	FREQUENCY	PERCENTAGE (%)
LOW	21	14,0%
HIGH	97	64,7%
MEDIUM	32	21,3%
TOTAL	150	100,0%

Source: Data processed by SEM 2025

Respondents who thought about turnover in the low category numbered 21 people (14%), then respondents who thought about turnover in the medium category numbered 32 people (21.3%), and those who thought about turnover in the high category numbered 97 people (64.7%).

B. CLASSICAL ASSUMPTION TEST**1. Normality Test****One-Sample Kolmogorov-Smirnov Test**

		UNSTANDARDIZED RESIDUAL
N		150
NORMAL PARAMETERS ^{a,b}	MEAN	0,0000000
	STD. DEVIATION	7,44010174
MOST EXTREME DIFFERENCES	ABSOLUTE	0,056
	POSITIVE	0,056
	NEGATIVE	-0,031
TEST STATISTIC		,056
ASYMP. SIG. (2-TAILED)		,200 ^{c,d}

a. Test distribution is Normal

b. Calculated from data

c. Lilliefors Significance Correction

d. This is a lower bound of the true significance

Source: Data processed by SEM 2025

The normality test in this research data uses the One Sample Kolmogorov-Smirnov test. The basis for decision making is determined if the significance (α) < 5%, then the data is said to be not normally distributed, conversely if the significance (α) > 5%, then the data is said to be normally distributed. In the results above, the Asymp. Sig.



(2-tailed) value is 0.200, which meets the requirement for the data to be normally distributed, i.e., > 0.05 . Therefore, it can be said that the assumption required for the regression test, which is that the data must be normally distributed, has been met.

2. MULTICOLINEARITY TEST

COEFFICIENTS^a

Model		Collinearity Tolerance	Statistics VIF
1	Constant		
	Work-life Balance	0,658	1,519
	Work Culture	0,658	1,519

a. Dependent Variable : Y

Source: Data processed by SEM 2025

The results above show that all independent variables have a VIF (Variation Inflation Factor) value below 5 and a tolerance above 0.1. This indicates that the independent variables used in the study do not show symptoms of multicollinearity. Therefore, this regression model is suitable for testing hypotheses.

3. HETEROSCEDASTICITY TEST

COEFFICIENTS^a

Model		Unstandardized	Coefficient	Standardized Coefficients		
		B	Std Error	Beta	T	Sig.
1	Constant	-0,802	2,225		-0,360	0,719
	Work-life Balance	0,150	0,109	0.135	1,376	0,171
	Work Culture	0,098	0,067	0.144	1,467	0,144

a. Dependent Variable : ABSRES

Source: Data processed by SEM 2025

The heteroscedasticity test was conducted using the Glesjer test. Based on the results of the Glesjer test above, it is known that all independent variables have a sig. value > 0.05 . Therefore, this means that the three variables are declared

homogeneous. Furthermore, it is concluded that there is no heteroscedasticity problem. Thus, the assumption of heteroscedasticity in the regression model has been fulfilled.

C. HYPOTHESIS TESTING

1. Multiple Linear Regression Analysis

Model		Undstandardized	Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	42,626	3,980		10,711	0,000
	Work-life Balance	-0, 467	0,195	-0, 238	-0, 238	0,018
	Work Culture	0,030	0,120	0,025	0,025	0,804

a. Dependent Variable: Y

Source: Data processed by SEM 2025

Based on the table above, the overall regression model can be expressed as follows:

$$Y = 42.626 - 0.467 X_1 + 0.030 X_2$$

a. The constant value is 42.626, which means that for every one-unit increase in the independent variables consisting of work-life balance (X_1) and work culture (X_2), turnover intention will increase by 42.626.

b. Work-life balance (X_1) has a negative effect on turnover intention (Y), with a regression coefficient of -0.467, which means that if work-life balance increases by one unit, turnover intention will decrease by -0.467, assuming other variables remain constant.

c. Work culture (X_2) has a positive effect on turnover intention (Y), with a regression coefficient of 0.030, meaning that if work culture increases by one unit, turnover intention will increase by 0.030, assuming other variables remain constant.

2. Partial Test (T-test)

COEFFICIENTS^a

Model		Undstandardized	Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	Constant	42,626	3,980		10,711	0,000
	Work-life Balance	-0, 467	0,195	-0, 238	-2, 398	0,018
	Work Culture	0,030	0,120	0,025	0,249	0,804

Source: Data processed by SEM 2025



a. The work-life balance variable has a significance value of 0.018, which is less than 0.05, and a t-value of -2.398, which is greater than the t-table value (1.976). From this analysis, it can be concluded that the work-life balance variable has an effect on turnover intention.

b. The work culture variable has a significance value of 0.804, which is greater than 0.05, and a t-value of 0.249, which is less than the t-table value (1.976). From this analysis, it can be concluded that the work culture variable does not have an effect on turnover intention.

3. Simultaneous Regression Test (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	435,748	2	217,874	3,883	0,023 ^b
	Residual	8247,912	147	56,108		
	Total	8683,660	149			

a. Dependent Variable : Y

b. Predictors : (Constant), X2, X1

Source: Data processed by SEM 2025

The ANOVA or F test produced a calculated F value of 3.883 with a significance level of 0.023. Since the significance is less than 0.05 and the calculated F value is greater than the table F value ($3.883 > 3.06$), it can be concluded that the model used or the three independent variables (X1, X2, and X2) simultaneously have an effect on the movement of the dependent variable (Y).

4. Test the Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,224 ^a	0,050	0,037	7,491	1,278

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data processed by SEM 2025

The coefficient of determination can be measured by the R-Square or Adjusted R-Square value. R-Square is used when there is only one independent variable (commonly referred to as Simple Linear Regression), while Adjusted R-Square is used when there

is more than one independent variable. Based on the results in the table above, the Adjusted R-Square value is 0.037, meaning that the contribution of the independent variables (X1 and X2) in influencing the dependent variable (Y) is 3.7%, while the majority is influenced by other variables that were not studied.

DISCUSSION

The Effect of Work-Life Balance on Turnover Intention

Work-life balance has a significant negative effect on turnover intention ($p = 0.018 < 0.05$; $t = -2.398 > 1.976$). The better the WLB perceived by employees, the lower the intensity of leaving the organization. This finding supports the Work-Family Border Theory and Spillover Theory, which explain that managing boundaries between work and personal life domains improves psychological well-being and reduces the desire to change jobs (Sriram et al., 2022).

The Effect of Work Culture on Turnover Intention

Work culture does not significantly influence turnover intention ($p = 0.804 > 0.05$; $t = 0.249 < 1.976$). This result aligns with research showing a mixed relationship between work culture and turnover intention, where its influence varies depending on the cultural dimensions measured (Mohammad & Ahmad, 2023).

Research Conclusions

1. The Influence of Work-Life Balance (WLB) on Turnover Intention: WLB has a significant negative influence on turnover intention ($p = 0.018$, $t\text{-count} = -2.398 > t\text{-table} = 1.976$), indicating that good WLB reduces employees' intensity to leave the organization, in line with Work -Family Border Theory and Spillover Theory, which encourage the boundaries between work and personal domains to improve well-being (Sriram et al., 2022).
2. The Influence of Work Culture on Turnover Intention: Work culture does not have a significant effect on turnover intention ($p = 0.804$, $t\text{-count} = 0.249 < t\text{-table} = 1.976$), with mixed results from past studies showing variations depending on cultural dimensions, such as the findings of (Mohammad & Ahmad, 2023) Afghanistan and Chu & Guo (2023) reporting positive relationships only in certain sub-types of culture.
3. General Implications: This study emphasizes the importance of WLB as a retention strategy for Generation Z employees in Semarang City, while work culture requires further exploration of specific dimensions to understand its impact; organizations are advised to improve WLB programs and adjust work culture to reduce turnover intentions.



Recommendations for Future Research:

1. Test the mediation model by including job satisfaction, organizational commitment, and psychological well-being as mediators between work-life balance, work culture, and turnover intention.
2. Measure specific dimensions of work culture separately to identify which cultural aspects most influence turnover intention.
3. Test moderator variables such as program usability, psychological empowerment, and labor market conditions that may strengthen or enhance the influence of work-life balance and work culture.
4. Conduct longitudinal research to understand the temporal dynamics of the relationship between work-life balance, work culture, and turnover intention.
5. Use a mixed-methods approach that combines quantitative data with in-depth interviews to understand the mechanisms of influence more comprehensively.

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