

THE INFLUENCE OF WORK-LIFE BALANCE AND JOB STRESS ON TURNOVER INTENTION AMONG GENERATION Z WORKERS IN MALANG CITY

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ABSTRAK

This study aims to determine the effect of worklife balance and job stress on turnover intention among generation Z workers in Malang City. This research uses quantitative methods in order to evaluate the relevance of each variable. The population chosen in this study is generation Z workers who have entered working age, namely ages 15-27 years. In determining the sample size, the researcher used the slovin formula, the results of the slovin formula calculation obtained a sample of 100 respondents. Data collection in this study was carried out using a questionnaire. analysis tools using SmartPLS (Partial Least Square) The results of the analysis of this study indicate that worklife balance and job stress simultaneously have a significant effect on turnover intention in generation Z workers in Malang City. Partially worklife balance has a negative and significant effect on turnover intention. While work stress has a positive and significant effect on turnover intention.

Keywords: *Worklife balance, Job Stress, Turnover Intention*

INTRODUCTION

Currently, Generation Z has become one of the generations that dominate the workforce (Waworuntu et al., 2020). This statement is supported by the 2019 Survey of the National Labor Force (SAKERNAS) which shows that Generation Z has filled approximately 12 million productive and work-ready positions. 57% of them have become permanent workers. This percentage is the highest when compared to previous generations in Indonesia (Redafanza et al., 2023).

On the other hand, various surveys show that Generation Z has a tendency to change jobs Turnover intention is relatively faster and higher than previous generations. One of these surveys came from Jobplanet, which conducted a survey on the level of Gen Z loyalty to their work, A total of 4,550 employees aged 18–20 years participated as respondents in this study. According to the research findings, Jobplanet discovered that compared to Gen X and Gen Y, Gen Z employees exhibit the lowest level of loyalty to their jobs. As many as 57.3% of Gen Z respondents switch jobs after working for one year at a company (planet, 2017). This result is reinforced in the findings of Wijoyo et al. 2020 in (Pambudi & Djastuti, 2021) said that generation Z easily switches from one thought or job to another thought or job or can be called turnover intention. Based on this understanding, it is possible for generation Z workers to easily switch companies if

it is not in accordance with their expectations and desires.

According to Harnoto in (Purnama & Natsir, Syahir, 2022) turnover intention refers to the extent or magnitude of an individual's desire to leave the company where they work., there are many reasons that cause this turnover intention to arise and among them is the desire to get a better job High turnover intention can cause various problems, which of course can later harm the company. In addition, a strong desire to leave a job (turnover intention) can result in companies losing the workforce they have managed to achieve company goals (Moslem & Sary, 2021). This of course has a bad impact, even allowing workers to choose to leave the company (Rijasawitri & Suana, 2020). Thus, companies need to identify the factors that cause turnover in order to prevent potential workers from leaving the company. This statement is supported by Candra et al (2020), who also explained that it is important for companies to pay attention to the turnover intention felt by their workers. There are many factors that cause turnover intention ranging from leadership style, organizational culture, worklife balance, to job stress. (Pantouw et al., 2022).In this study, researchers will raise worklife balance and work stress as two of the factors that cause turnover intention in generation Z.

Job stress according to George & Zakkariya in (Pambudi & Djastuti, 2021) is the worker's awareness or feelings about the conditions felt at work, and the worker's psychological and physiological reactions caused by threats and unpleasant things in the worker's work environment. Meanwhile, according to Handoko (Pambudi & Djastuti, 2021), stress is a state of tension that can affect a person's emotions, thought processes, and conditions.If a person experiences too much stress, it can threaten their ability to cope with their environment, including the work environment. Based on the theory presented, it can be concluded that job stress is a state of tension experienced by workers due to threats and unpleasant things in their work environment.

Robbins & Judge in (Pambudi & Djastuti, 2021) also found that job stress can have an impact on worker behavior in the workplace, one of which is the thought of leaving work. In line with the findings of Research (Try Rahayu, 2021), (Arnetta et al., 2024) both get the same results, suggesting in their research, that job stress has a negative effect on turnover intention, which means that when workers experience prolonged job stress, they tend to have the intention to move to another place that they think is more adequate.

In addition to Job Stress, there are other factors that also cause turnover intention, namely Worklife balance. (Pantouw et al., 2022) According to Greenhaus, Collins and Shaw, in (Pantouw et al., 2022) Worklife balance is defined as the ability of individuals to fulfill their work and family commitments, as well as other non-work responsibilities. If workers are unable to balance work time with personal time spent

with family, then what will happen is the opposite phenomenon of Worklife balance, namely worklife imbalance (imbalance of personal and work life), therefore a worker prefers to look for alternative paths or other jobs or even quit the company where he worked before and choose another company that considers the importance of Worklife balance.

Research results conducted by (Milla, 2021) Work-life balance has an impact on employees' intention to leave, meaning that the higher the quality of life and work-life balance of employees, the higher the level of employees' intention to leave, when the work-life balance increases, the tendency of intention to leave also tends to decrease. Organizations that provide support and flexibility for employees to achieve work-life balance tend to have higher levels of job satisfaction and lower levels of intention to leave.

Some previous researchers also supported the relationship between work-life and employee turnover intention (Hariansyah et al., 2023),(Yusril Fauzi et al., 2023) and (Muhadi et al., 2022) in their studies that work-life balance has a significant influence on employee turnover intention. This shows the importance of the company's role in paying attention to the balance of employees' work-life engagement to reduce employees' tendency to leave the job. If the employees' work-life balance is good or high, it will affect the employees' low intention to leave the job.

Nonetheless, other researchers' opinions vary, and these include Work-life balance does not significantly negatively impact employees' intentions to leave the Deputy for Enforcement of the Anti-Corruption Agency in Indonesia, according to research by (Prilia, 2022) Additionally, research (Omar et al., 2020)) found that work stress had no discernible impact on employees' intentions to leave their jobs. This research differs from other findings that claim job stress had no influence on turnover intention.

Based on the above phenomenon, the authors want to conduct further research to raise the issue of whether work-life balance and job stress affect the intention to quit of Generation Z workers in Malang City. The purpose of this study is to identify and analyze the impact of work-life balance (X1), job stress (X2) and compensation (X3) partly and simultaneously on the intention to quit (Y) of Generation Z workers in Malang City. The hypothesis of this study is as follows:

H1: There is an influence between worklife balance (X1) on turnover intention (Y).

H2: There is an influence between job stress (X2) on turnover intention (Y).

H3: There is a simultaneous influence between worklife balance (X1) and job stress (X2) on turnover intention (Y).

RESEARCH METHODS

The type of research used in this study is quantitative research. The population

in this study is generation Z workers, namely those born 1997-2012, aged 12-27 years who work in the city of Malang, but researchers only take workers who have entered the productive age of work, namely at least 15 years of age. Based on data from the Central Statistics Agency (BPS) of Malang City (Badan Pusat Statistik, 2023) the number of residents aged 15-24 years in Malang City is 125,002 residents

In determining the sample size, the researcher uses an error rate of 10%, using the slovin formula. Based on these formulas and calculations, the n value obtained is 99.9 rounded to 100, so that in this study will take data from 100 respondents.

In this study, the analysis method used is an analysis model using Smart PLS 4.0 SEM (Partial Least Square - Structural Equation Modeling) software. PLS describes how variables relate to each other and allows test analysis. PLS serves as a tool for researchers to support hypotheses and clarify whether there is a relationship between latent variables, to find out whether Worklife balance and Job Stress affect the Turn Over Intention of generation Z workers in Malang City.

Analysis in PLS is done in three stages:

1. Outer Model Analysis (Measurement Model)
2. Inner Model Analysis (Structural Model)
3. Hypothesis Testing

RESEARCH RESULTS

Measurement Model (Outer Model)

In the validity and reliability testing phase which is an outer model with reflective research indicators. The outer model is made to determine whether the indicators used can represent the latent variable. Below is a test model with SmartPLS:

Table 1
Outer Loading, Cronbach's Alpha, Composite Reliability and AVE (Average Variance Extracted)

Variables and Indicators		Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Worklife Balance	WLB1	0,614	0.939	0.946	0.543
	WLB2	0,608			
	WLB3	0,637			
	WLB4	0,649			
	WLB5	0,875			
	WLB6	0,880			
Work Stress	SK1	0,722	0.858	0.898	0.637
	SK2	0,843			
	SK3	0,898			
	SK4	0,749			
	SK5	0,763			

	SK6	0,825			
Turnover Intention	TI1	0,858	0,874	0,896	0,592
	TI2	0,727			
	TI3	0,658			
	TI4	0,781			
	TI5	0,807			
	TI6	0,771			

Source: SmartPLS output results

According to Table 1 above, the measurement items for the independent variables of work-life balance and job stress, and turnover intention as the dependent variable, show good measurement validity with outer loading values > 0.6. The reliability levels of these variables indicate acceptable reliability, with Cronbach's alpha and composite reliability values above 0.70 (reliable). The level of convergent validity, as indicated by the AVE value > 0.50, meets the criteria for good convergent validity

Structural Model (Inner Model)

The structural model test (Inner Model) aims to understand the relationship between the variables observed in the study, evaluate the significance of the path coefficient value to determine how strong the influence between variables is, and see how much variability in the dependent variable can be explained by the independent variable through R-Square (R²). This helps researchers to assess the suitability of the model with the theory developed and the data observed.

Table 2
R-Square Value

Variables	R-Square
Turnover Intention	0,358

Source: SmartPLS output results

In accordance with table 2 above, the resulting R-Square value for the turnover intention (TI) variable is 0.358 or equivalent to 35.8%. This indicates that the contribution of the latent variables included in this study, namely worklife balance and job stress, is significant in explaining the variability in job application intention. In other words, 35.8% of the variation in turnover intention can be explained by the latent variables included in this study, i.e. worklife balance and job stress variables.

Hypothesis Testing

In hypothesis testing, the t test is carried out. The basis used in hypothesis testing is the value contained in the path coefficient

Table 3
Partial Test Results (t Test)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
SK → TI	0,457	0,461	0,079	5,770	0,000
WLB → TI	-0,210	-0,219	0,071	2,957	0,003

Source: SmartPLS output results

In table 3 above, data calculations are performed statistically, and each model proposed in the hypothesis is tested using the bootstrapping method.

Here are the results of the bootstrapping method:

Worklife Balance Affects Turnover Intention

The analysis conducted using the bootstrapping technique yielded results indicating that the Worklife balance variable (WLB) has a significant impact on Turnover intention (TI). The estimated coefficient for WLB is -0.210 with a p-value of 0.003, and a t-statistic of 2.957. The t-statistic value is statistically significant ($p < 0.05$), and it also indicates that the effect of WLB on TI is greater than the t-table threshold value of 1.96. This means that the WLB variable has a significant and negative impact on TI. Consequently, it can be concluded that the first hypothesis, according to which Worklife balance affects Turnover intention, is acceptable.

Job Stress Affects Turnover Intention

According to the analysis conducted using the bootstrapping method, it has been established that Turnover intention (TI) is significantly influenced by the variable Job Stress (SK). With a t-statistic of 5.770 and a p-value of 0.000, the estimated coefficient for SK is 0.457. The influence of SK on IT is statistically shown to be greater than the t-table threshold value of 1.96, as indicated by the significant t-statistic value ($p < 0.05$). Therefore, it can be said that the SK variable significantly and favorably affects IT. As a result, the second hypothesis—which holds that job stress influences the intention to leave is accepted.

Table 4
Simultaneous Test Results (F Test)
ANOVA

Model	Sum Square	df	Mean Square	F	P Value
Total	83,760	99	0,000	0,000	0,000
Error	59,300	97	0,611	0,000	0,000
Regression	24,460	2	12,230	20,005	0,000

Source: SmartPLS output results

Worklife Balance And Job Stress Simultaneously Affect Turnover Intention

Based on table 4 above, the third hypothesis can be accepted because the worklife balance and job stress variables show an impact on the turnover intention variable simultaneously. This is evidenced by the resulting significance value (P-value), which is 0.000, which is lower than 0.05,. Therefore, it can be concluded that there is a

simultaneous significant effect on the variables of worklife balance and job stress on turnover intention.

DISCUSSION

The influence of Worklife Balance on Turnover Intention among generation Z workers in Malang City

The results of this study indicate that the work-life balance variable (X1) has a negative and significant impact on the turnover intention (Y) of Generation Z employees in Malang City. This result is based on the path coefficient in the internal model showing a t statistic > 1.96 ($2.957 > 1.96$). It can be understood that the higher the work-life balance, the lower the turnover intention of employees and vice versa.

The findings of this study are in line with the results obtained from several previous studies, including (Yusril et al., 2023), (Aisyatul et al., 2023) stated that work life balance affects Turnover intention. Furthermore, other studies conducted by (Pantouw et al., 2022) also found that employees who have a high worklife balance allow employees to have a low or even no turnover tendency.

When an employee already feels the inability to maintain a good relationship between the demands on the company, namely working well with personal life problems, therefore an employee prefers to find an alternative way or another job or even quit the company where he worked before and choose another company that considers the importance of Worklife balance.

The Effect of Job Stress on Turnover Intention among Generation Z workers in Malang City

English The results of this study indicate that the variable Job Stress (X2) has a positive and significant impact on the intention to quit (Y) of Generation Z employees in Malang City. This result is based on the path coefficient in the internal model showing a statistic of $t > 1.96$ ($5.770 > 1.96$). It can be understood that the higher the job pressure, the higher the intention to quit of the employees.

The findings of this study are consistent with the results obtained from some previous studies, including the study (Muhadi et al., 2022) in their finding that job stress has an influence of $b_3 = 0.831$ on the intention to quit. The effect shown is positive. High job stress increases the desire to leave the company (intention to leave). Conversely, lack of stress reduces the desire to move.

Furthermore, in research (Try Rahayu, 2021), (Arnetta et al., 2024) both get the same results, suggesting in their research that job stress has a negative effect on Turnover intention, which means that when workers experience prolonged job stress, they tend to have the intention to move to another place that they think is more adequate.

The simultaneous influence of Worklife Balance and Job Stress on Turnover Intention among Generation Z workers in Malang City.

The results of the simultaneous test (F-test) showed that overall work-life balance and job stress affect turnover intention of Generation Z employees in Malang City. In other words, these results support the conjecture that work-life balance and job stress simultaneously affect turnover intention of Generation Z employees in Malang City, as shown by the obtained significance value (P-value), which is 0.000, which is less than 0.05. Then, the third hypothesis test is accepted.

The study's findings are consistent with those of another study (Muhadi et al., 2022) which found that worklife balance and stress at work were either positively correlated with each other or concurrently negatively correlated with turnover intention. This suggests that as employee worklife balance and stress levels increase, employee desire to leave their jobs will also increase (Turnover intention).

Furthermore, in another study by (Wirya & Andiani, 2020) dalam (Muhadi et al., 2022) which states that work stress and worklife balance have a positive effect on turnover intention. Job stress is very noteworthy because job stress is used as a measure for employees to have the desire to leave or move from their jobs. So the higher the job stress, the higher the employee's turnover intention. Worklife balance is also unconsciously very important for work, by balancing personal and work life it can prevent the desire to leave work. Because the more balanced one's worklife balance is, the lower one's desire to leave or find a new job.

CONCLUSION

1. Worklife balance has a negative and significant influence on turnover intention among generation Z workers in Malang City. This means that the higher the worklife balance of the workers, the lower the turnover intention that occurs ...
2. Job stress has a positive and significant influence on turnover intention in generation Z workers in Malang City. This means that the lower the work stress of the workers, the lower the turnover intention that occurs.
3. Worklife balance and job stress simultaneously have a significant influence on turnover intention among generation Z workers in Malang City. This indicates that the application of both can effectively reduce the level of turnover intention of workers.

Suggestions for future researchers to add to the sample to get even better research results.

LITERATURE

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