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The Effect of Work-Life Balance, Career Development, and Work Engagement on Turnover Intention Among Generation Z Employees in South Tangerang

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Abstract:

This research focuses on Generation Z employees in South Tangerang City and aims to determine the impact of work-life balance, career development, and work engagement on turnover intention. Purposive non-probability sampling was used as a quantitative research technique. 100 participants who met the study's inclusion and exclusion criteria were surveyed. An organized questionnaire was used to gather data, which were then analyzed using PLS-SEM in SmartPLS version 4.1.1.8. With a path coefficient of -0.440, the results show that work-life balance has a significant negative effect on turnover intention. Similarly, with a path coefficient of -0.194, career development significantly and negatively influences turnover intention. Furthermore, work engagement is found to have a significant negative effect on turnover intention (path coefficient = -0.291). The findings indicate that when the work-life balance, career development, and work engagement of Generation Z employees in South Tangerang City improve, their desire to leave the business decreases.

Keywords: *Work-life balance, career development, work engagement, turnover intention, Generation Z*

INTRODUCTION

To achieve their objectives and keep the company running smoothly, human resources (HR) is a crucial asset. Capital and technology are important, but a company's capacity to attract, develop, and keep talented workers is even more crucial to its success (Anggara et al., 2021). The Human Development Index (HDI) demonstrates that development encompasses not only economic progress but also education, health, and a good standard of living; hence, it reflects the significance of the quality of human capital (Lukito, 2022). Human resource management and development must be ongoing if businesses are serious about retaining their current workforce and reducing employee churn. Generation Z has unique traits and expectations regarding the workplace, work-life balance, professional advancement, and employee engagement, making this a pressing concern as they enter the workforce. Turnover intention, defined as employees' desire or inclination to leave their current company, is an HR problem that firms must address (Nafisah & Husainah, 2025). The relevance of this problem among Generation Z employees is growing. About 40% of millennials and Gen Z workers have expressed an intention to quit their present position within the next two years, according to Deloitte (2025). At the same time, compared with the 74% average in the Asia-Pacific region, 84% of Indonesian workers plan to seek new employment opportunities in the next six months, according to a Michael Page poll (2022). It is clear from this circumstance that firms still face the challenge of retaining competent human resources due to employees' desire to change jobs (Tayeb et al., 2024).

Employees' desire for work-life balance is one component that is associated with turnover intent. Generation Z is very picky about companies that respect their work-life balance. Generation Z identifies work-life balance as the key motivation for picking an employer, with 32% citing it. Learning and development opportunities rank second at 29% (Deloitte, 2022). According to these results, a key factor for Generation Z employees is an organization's ability to provide a balance between personal and professional life. When there isn't enough balance between job and personal life, it may cause discontent and even lead to wanting to quit the company.

In addition to work-life balance, career development is a key factor in turnover intention. Generation Z has high expectations regarding opportunities for learning and career advancement within the organization. Deloitte (2025) indicates that 29% of Generation Z expect internal learning programs, 24% desire individual mentoring, and 23% expect access to career and skills development platforms. This indicates that opportunities for learning, mentoring, and career advancement are among the aspects Generation Z prioritizes in the workplace. If employees feel they lack opportunities for growth or a clear career path, this situation can lead to a desire to seek employment at another organization.

Another factor related to turnover intention is work engagement. Work engagement describes the level of an employee's psychological and emotional involvement in their work. According to Gallup (2025), only about 21% of employees globally are considered engaged in their work. One phenomenon linked to low work engagement is "quiet quitting," a condition in which employees continue working but perform only tasks strictly within their job requirements, without going the extra mile or demonstrating strong emotional investment in their work. This phenomenon occurs

when employees are physically present in the organization but have relatively low psychological engagement with their work, which can ultimately increase their desire to leave (Adichandra, 2026).

This issue is also relevant to examine in the context of South Tangerang City. Demographically, South Tangerang City has a large proportion of working-age residents, accounting for approximately 71.40% of the total population. However, the labor force has decreased from 817,240 people in 2022 to 633,930 people in 2024. These conditions indicate labor market dynamics that warrant attention, particularly in understanding the factors related to employees' desire to change jobs. Thus, South Tangerang City serves as a relevant context for examining turnover intention among Generation Z employees (Statistik, 2025).

Previous studies have examined the relationship between work-life balance, career progression, employee engagement, and intention to quit. Nevertheless, the results of these studies remain inconsistent regarding the relationships among these components. There is a need for more research across different contexts and respondent groups to fill the information vacuum these discrepancies highlight. There is also a dearth of studies that attempt to explain the job-hopping intentions of Generation Z employees, particularly in South Tangerang, by integrating work-life balance, career progression, and job engagement into a cohesive model. Therefore, by integrating the three components into a unified research model, this study hopes to fill this information gap. The goal of this research is to address a gap in our understanding by examining how Generation Z individuals in South Tangerang City perceive their work-life balance, career development, and work engagement in relation to turnover intention.

LITERATURE REVIEW

Turnover Intention

An employee's desire to change employment, but not yet to quit or move organizations, is called turnover intention, according to Paramita and Hendratmoko (2021), as referenced in Purba (2023). One situation that companies cannot avoid is high turnover intention (the intention to leave a job). The negative impacts felt by companies as a result of high turnover intention (the intention to leave a job) include instability and uncertainty among employees, as well as challenges in developing human resources (Putra et al., 2024). Several indicators of desire to leave are listed by Ismail (2025): a. the purpose of departing; (b) looking for a job; (c) comparing options; and (d) making a final selection.

Work-Life Balance

A person's ability to maintain a steady equilibrium between their professional and personal responsibilities is known as their work-life balance (Rilantiana et al., 2022). Finding a happy medium between work and personal life is important, but so is being fully present and fulfilled in both spheres; thus, work-life balance is about more than just how people allocate their time; it's also about how well people handle their responsibilities at home and at work (Hutcheson in Putra et al., 2024). Some factors that promote work-life balance include: a sense of comfort that allows a person to better understand their daily activities and helps them cope with problems that arise; the ability to think for

oneself and accept all circumstances; and the flexible application of one's knowledge to solve problems that arise in daily life (Hadiansyah et al., 2023). According to Hadiansyah et al. (2023), several indicators of work-life balance are: a. work interfering with personal life; b. personal life interfering with work; c. personal life improving work; and d. work improving personal life.

Career Development

Improving one's skills and potential in order to reach one's job objectives is known as career development (Nuryanti et al., 2025). According to (Maulidiah, 2023) when employees are given these possibilities, they feel appreciated and see clear prospects for their careers, which makes them more loyal to the organization. According to Putra et al. (2023), several indicators of career development include: a. employee performance; b. employee transfers; c. work experience; d. promotions; e. workforce development.

Work Engagement

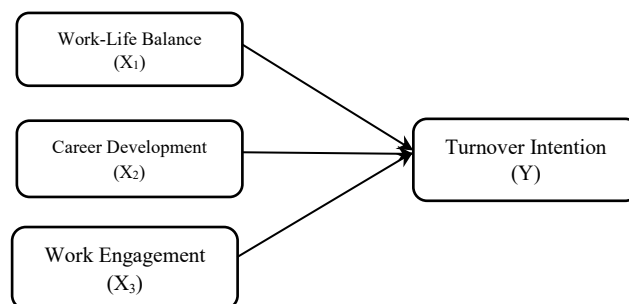
Employees' dedication and enthusiasm for their job are characterized by a term used in human resource management: "work engagement" (Fiernaningsih et al., 2022). Employees who are enthusiastic about their work are more likely to thrive in the face of adversity, create strong bonds with coworkers, and give their best on the job (Rezeki, 2023). Hidayati et al. (2025) state that the following are the signs of being engaged at work: a. energy; b. devotion; and c. absorption.

Research Hypotheses

Research conducted by Maharani & Tamara (2024) showed that work-life balance has a significant negative effect on turnover intention. This finding is consistent with the research by Setiyo & Saputra (2025); therefore, H₁ can be formulated as follows: Work-life balance has a significant negative effect on turnover intention among Generation Z employees in South Tangerang.

Research by Safirah & Widigdo (2025) and Irawati & Meilani (2024) suggests that professional advancement significantly negative reduces the likelihood of intending to leave one's current position. Thus, H₂: Among Generation Z employees in South Tangerang, career development significant influences turnover intention.

The results of the study by Aamdissofi et al. (2025), similar to those of Pratama (2025), indicate that work engagement has a significant negative effect on turnover intention. Therefore, H₃: Work engagement has a significant effect on turnover intention among Generation Z employees in South Tangerang.



Source: (Hair et al., 2023)

Figure 1 Framework

METHOD

Generation Z employees in South Tangerang are the focus of this quantitative associative research study that aims to determine the impact of work-life balance, career development, and work engagement on turnover intention. The study population consists of Generation Z individuals who are part of the labor force, totaling 391,299 people (Statistik, 2026). 100 people were chosen for the sample using a purposive sampling procedure that followed the Slovin formula within a 10% margin of error. Primary data is gathered by sending out questionnaires with a Likert scale to those who were asked to participate.

RESULTS AND DISCUSSION

Validity Test

To make sure the study tool measures the intended construct correctly, validity testing was carried out. An outer loading value greater than 0.70 is considered optimal (Hair et al., 2023).

Table 1. Validity Test Loading Factor

Item Variable	X1.	X2.	X3.	Y1.	Description
X1.1	0.904				Valid
X1.2	0.895				Valid
X1.3	0.865				Valid
X1.4	0.888				Valid
X1.5	0.902				Valid
X1.6	0.908				Valid
X2.1		0.905			Valid
X2.2		0.849			Valid
X2.3		0.902			Valid
X2.4		0.859			Valid
X2.5		0.881			Valid
X2.6		0.889			Valid
X3.1			0.793		Valid
X3.2			0.784		Valid
X3.3			0.718		Valid
X3.4			0.800		Valid
X3.5			0.782		Valid
X3.6			0.817		Valid
Y1.1				0.767	Valid
Y1.2				0.847	Valid
Y1.3				0.725	Valid
Y1.4				0.814	Valid
Y1.5				0.799	Valid
Y1.6				0.844	Valid

Source: Researcher Processed Data (2026)

Based on the data in the table, all variables used in this study are valid, as their values are above 0.70.

Reliability Test

Composite reliability and Cronbach's alpha were used to quantify dependability in this research. If the value is more than 0.70, the instrument is deemed dependable (Hair et al., 2022).

Table 2. Reliability Test

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
X1.	0.950	0.952	0.960	0.799
X2.	0.943	0.953	0.954	0.776
X3.	0.875	0.882	0.905	0.613
Y1.	0.887	0.890	0.914	0.641

Source: Researcher Processed Data (2026)

The values of all variables used in the reliability test are greater than 0.7, as shown in Table 2. These variables are reliable.

R-Square (R²)

A higher R-squared number indicates that the independent factors provide a better explanation for the dependent variable; the value may take on a value between 0 and 1. Three levels of evaluation are available: strong (0.75), moderate (0.50), and weak (0.25) (Hair et al., 2022).

Table 3. Value of R-Square

	<i>R-square</i>	<i>R-square adjusted</i>
Y1.	0.597	0.585

Source: Researcher Processed Data (2026)

Generation Z employees' intentions to leave their current positions are somewhat explained by factors such as work-life balance, career development, and work engagement (adjusted R-squared value of 0.585). There are extra-research model elements that account for 41.5% of turnover intention.

Q-Square

This test assesses the extent to which the research model has predictive power for the dependent variable. It consists of three levels: low (0.02), moderate (0.15), and high (0.35) (Hair et al., 2022).

Table 4. Value of Q-square

	<i>Q²predict</i>	<i>RMSE</i>	<i>MAE</i>
Y1.	0.542	0.694	0.495

Source: Researcher Processed Data (2026)

Q^2 predict value for turnover intention is 0.542, according to the table findings. With a score higher than 0.35 and much higher than 0, this study model clearly has good predictive power. This means that factors like work-life balance, professional advancement opportunities, and employee engagement are good indicators of whether or not an employee will leave their current position.

Path Coefficients

The purpose of this test was to determine the strength and direction of the relationship between the dependent and independent variables. If both the T-statistic and the p-value are more than 1.96 and less than 0.05, then the null hypothesis is accepted (Hair et al., 2022).

Table 5. Value of Path Coefficients

	<i>Original sample (O)</i>	<i>T statistics</i>	<i>P values</i>	<i>Bias</i>	<i>2.5%</i>	<i>97.5%</i>
<i>X1. -> Y1.</i>	-0.440	3.074	0.002	-0.016	-0.783	-0.212
<i>X2. -> Y1.</i>	-0.194	2.185	0.029	-0.004	-0.380	-0.031
<i>X3. -> Y1.</i>	-0.291	2.069	0.039	0.014	-0.523	0.049

Source: Researcher Processed Data (2026)

Based on the table, it can be concluded that:

H1: Work-life Balance has a Significant Effect on Turnover Intention

Test findings demonstrate that work-life balance has an influence on turnover intention with an original sample value of -0.440, a T-statistic of 3.074, and a P-value of 0.002, supporting Hypothesis 1. The t-statistic is more than 1.96 and the p-value is less than 0.05.

H2: Career Development has a Significant Effect on Turnover Intention

Test findings demonstrate that career development has an influence on turnover intention with an original sample value of -0.194, a T-statistic of 2.185, and a P-value of 0.029, thereby accepting Hypothesis 2. The t-statistic is more than 1.96 and the p-value is less than 0.05.

H3: Work Engagement has a Significant Effect on Turnover Intention

The findings demonstrate that the impact of work engagement on turnover intention has an original sample value of -0.291, a T-statistic of 2.069, and a P-value of 0.039, thereby supporting Hypothesis 3. The t-statistic is more than 1.96 and the p-value is less than 0.05.

Discussion

The Effect of Work-Life Balance on Turnover Intention

The results show that work-life balance is a key determinant of turnover intention in a negative way, hence we accept H1. These results are in line with those of Maharani & Tamara (2024), who also discovered that work-life balance significantly reduces the desire to leave an organization. Similarly, Setiyo & Saputra (2025) found that when workers have a good work-life balance, they are happier and more productive on the job. This suggests that the turnover intention of Generation Z workers will be reduced if they feel that they have a healthy work-life balance.

The Effect of Career Development on Turnover Intention

Results show that professional growth has a negative and statistically significant influence on turnover intention, lending credence to H2. Safirah & Widigdo (2025), also discovered that career

development significantly negative reduces turnover intention, therefore our results are in line with theirs. Irawati & Meilani (2024) indicate that the better Generation Z employees perceive their career development to be, the lower their turnover intention. Thus, for Generation Z employees, opportunities for growth are among the primary considerations when choosing or retaining a job. For Generation Z, this serves as an investment in their future career development.

The Effect of Work Engagement on Turnover Intention

Results show that work engagement is a substantial inverse predictor of desire to leave one's current position, lending credence to H3. Work engagement significantly negative effect on turnover intention, which is in line with the results of the Pratama (2025) research. Similarly, Aamdissofi et al. (2025) found that Gen Z employees' desire to leave decreases as their level of involvement with their employment increases. Employees that are highly engaged in their work are more likely to go above and beyond to get the job done, have a positive attitude toward the company, and believe that their work matters. This is a crucial consideration since millennials are looking for companies that value their contributions and help them grow professionally.

CONCLUSION

1. One important factor influencing the turnover intention among Generation Z employees in South Tangerang is work-life balance. Turnover intention an organization decrease as their sense of work-life balance improves.
2. Among Generation Z employees in South Tangerang, career development significantly influences turnover intention. Therefore, employees are less likely to plan to leave their current positions if they see more prospects for advancement in their careers.
3. Among members of Generation Z working in South Tangerang, work engagement significantly influences the propensity to leave. Therefore, the higher the level of work engagement, the lower the turnover intention.

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