



RESEARCH ARTICLE

The Influence Of Work-Life Balance And Work Motivation On Turnover Intention Through Compensation As An Intervening Variable Among Gen Z Employees In Bandar Lampung City

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Abstract

This study aims to examine the impact of work-life balance (WLB) and work motivation on turnover intention with compensation as an intervening variable among Generation Z employees in Bandar Lampung. The basis of this study stems from the high rate of job mobility among Gen Z who are sensitive to work-life balance, motivation, and reward schemes. The method employed is a quantitative study using a survey approach targeting 150 Gen Z respondents through a saturated sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), testing validity, reliability, multiple linear regression, determination coefficient, t-test, and F-test. The study results indicate that WLB and work motivation have a positive and significant influence on turnover intention and compensation. Compensation has a significant influence on turnover intention and is proven to mediate the relationship between WLB and work motivation toward turnover intention. The coefficient of determination (R^2) reaching 65.6% indicates that this model can explain the majority of variations in the intention to change jobs. These results emphasize the significance of fair and flexible compensation, support for work-life balance, and enhanced work motivation in reducing turnover intention among Gen Z.

Keywords: *Work-Life Balance, Work Motivation, Compensation, Turnover Intention, Generation Z*

Introduction

Describe Indonesia's current condition, which is unavoidable due to the demographic changes occurring in global society. Demographic change is a change in the structure, composition, and characteristics of a region's population over a specific period. Indonesia, with its large and growing population, is certainly experiencing changes in its age structure and distribution. Based on data from the Central Statistics Agency (BPS), Indonesia is currently experiencing a demographic bonus phase, where the productive age population (15–64 years) dominates the population structure (Azhar & Khan, 2024). One population group of concern in this context is Generation Z. Generation Z, commonly known as Gen Z, is a group of individuals born between 1997 and 2012 who are now entering the Indonesian labor market (Wibowo et al., 2024). Lampung is the second province on the island of Sumatra to experience population growth among Gen Z, reaching 2,375,721 million in 2020. The following is a supporting data graph showing the number of Generation Z members on the island of Sumatra, Indonesia.

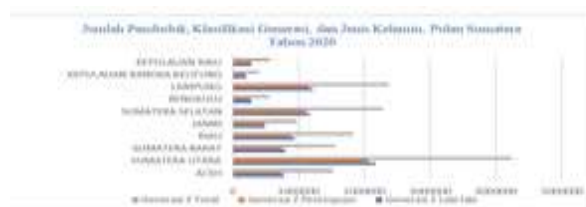


Fig 1. Generation Z Population Census Graph

These demographic changes can open new opportunities for Human Resource Management (HRM) in Indonesia. Human Resource Management (HRM) is a vital part of any organization or company, managing its most important asset, its people, or employees, to achieve its stated goals or vision. In today's era of global competition and rapid digital transformation, organizations or companies require an integrated HRM strategy aligned with long-term goals. An HRM strategy can be defined as a set of policies and practices designed to ensure the organization can effectively attract, develop, motivate, and retain human resources. This strategy is based on an in-depth analysis of organizational needs, labor market conditions, and emerging social and technological trends.

In recent years, employment dynamics in Indonesia have undergone significant changes, particularly with the entry of Generation Z into the workforce. Gen Z is known as a generation with unique characteristics. Generation Z is the first generation to grow up amidst the rapid development of digital technology. Easy access to global information and various social issues has led to Gen Z having different mindsets and work expectations than previous generations. The presence of Gen Z in the workforce opens up significant opportunities for companies to attract a dynamic and innovative workforce. However, on the other hand, companies also face a new challenge, namely the high employee turnover rate among Gen Z (Wibowo et al., 2024).

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A person's intention and action to move or leave an organization is referred to as Turnover Intention. Turnover rates at any given time can increase or decrease, depending on the circumstances. High turnover rates are also observed across various sectors. Previous research by Forbes in 2021, which observed the phenomenon of "The Great Resignation," showed that many Gen Z individuals chose to leave their jobs during the pandemic. This article draws on research conducted by the 2021 Adobe Survey involving 5,500 Gen Z individuals aged 18 to 24. The survey results showed that 56% of respondents planned to look for a new job. Similarly, surveys conducted by Microsoft and Bankrate also found that 54% and 77% of Gen Z respondents were considering leaving their jobs, respectively (Wibowo et al., 2024).

Turnover can provide information about employee instability. A higher turnover rate indicates a higher frequency of employee turnover within a company. Furthermore, turnover rates can be used to assess the quality of human resource management within a company. A high turnover rate indicates a company's inability to effectively manage its workforce. Conversely, a low resignation rate indicates a company's ability to effectively manage its workforce (Fatari & Wiguna, 2023).

The phenomenon of high employee turnover, particularly among Gen Z, poses a serious challenge for companies. This can result in significant losses, including increased recruitment and training costs, as well as disruptions to operational stability and long-term productivity. Therefore, it is crucial to understand the factors influencing Gen Z's decision to stay or leave a company (Ratri Meiliawati et al., 2022).

Based on Gen Z's characteristics, their high expectations for work-life balance, also known as work-life balance, are believed to be a key factor influencing employee turnover intention. For Gen Z, work-life balance is no longer just an added perk, but a basic necessity. Gen Z's high expectations for work-life balance are influenced by several factors. First, they grew up in an environment that witnessed the consequences of the work lifestyles of previous generations, such as Gen X and millennials, who often experienced burnout due to pressure and an unbalanced workload. This makes Gen Z more aware of the importance of maintaining healthy boundaries between work and personal life. Second, Gen Z also has a high awareness of the importance of mental health. Another factor influencing employees' desire to quit their jobs is their motivation (Gunawan & Andani, 2020). Work motivation is a factor, whether internal or external, that influences their attitudes and behavior while performing their duties. Employees with high work motivation typically feel happier, more productive, and more loyal to their company. Conversely, low work motivation can lead to decreased performance, frequent absences, and even a desire to leave the company (Esisuarni, Alqadri, & Nellitawati, 2024). However, the influence of work-life balance and work motivation on turnover intention is not always direct. One variable that can act as an intervening factor in this relationship is compensation.

Compensation provided by the company is also crucial. Compensation is any type of reward or payment received by employees as feedback for their services or contributions to the company, whether in financial form such as base salary, allowances, bonuses, or non-financial forms such as facilities, awards, and career development opportunities (Meiliawati, Sutanto, & Siswanti, 2022). From a human resource management perspective, providing fair and competitive compensation is one strategy to motivate and retain qualified employees. A mismatch between expectations regarding work-life balance and the reality of the workplace has the potential to reduce work motivation, leading to increased intentions and desires to resign or leave the company, thus impacting high employee turnover rates across various industrial sectors (Fatari & Wiguna, 2023).

Based on previous studies, the topic of turnover intention has been widely researched in relation to factors such as work-life balance. However, several research gaps remain, particularly within the context of specific generations and regions, which

constitutes the important basis for this research. For example, in a previous study by (Azhar & Khan, 2024) entitled "The Effect of Work-Life Balance and Work Motivation on Turnover Intention through Compensation as an Intervening Variable," it was found that among Generation Z workers, work-life balance had no significant influence on intention to quit, while compensation had a positive impact on turnover intention, and work-life balance had a positive impact on compensation. Furthermore, compensation did not play a significant role as an intermediary between work-life balance and turnover intention. Previous research only examined the relationship between one factor, work-life balance, and turnover intention, with compensation as a connecting factor. However, this study added another factor, work motivation, to further examine the influence of work-life balance and work motivation on turnover intention, with compensation as an intervening factor, in the context of Gen Z workers in Bandar Lampung. Based on the explanation above, it is crucial to conduct research on the influence of work-life balance and work motivation on employee turnover intention through compensation, particularly for Gen Z workers working in Bandar Lampung. This study used a quantitative survey method because it aimed to measure and analyze the influence between predetermined variables statistically. Data were obtained through a closed-ended questionnaire distributed to Generation Z employees in Bandar Lampung Province who met certain criteria, such as age range and length of service. Furthermore, the collected data will be analyzed using Structural Equation Modeling (SEM) techniques based on Partial Least Squares (PLS) to test the direct and indirect relationships between Work-Life Balance and Work Motivation on Turnover Intention, with Compensation as an intervening variable. This method was chosen because it is able to explain the complex relationships between variables while effectively testing the mediating role. This research is relevant because it can provide a deeper understanding of how companies manage their human resources effectively, especially in dealing with the characteristics and expectations of the younger generation. Furthermore, it is hoped that the findings of this research can help advance the science of human resource management, particularly in formulating employee retention strategies based on the needs and characteristics of the new generation. For HR practitioners and company management, the findings of this study can serve as a reference in developing more appropriate compensation policies, developing work motivation enhancement programs, and creating a work environment that supports the career sustainability of young employees in Bandar Lampung. Thus, this research is not only academically relevant but also has high practical value in helping organizations reduce turnover intention levels and increase workforce stability and productivity sustainably.

Method

The type of research applied in this study is a quantitative method according to (Waruwu et al., 2025) quantitative research is a research method based on the philosophy of positivism. Quantitative research includes theory development, design, hypothesis determination, and subject selection. All of these steps are supported by data collection and analysis to ensure that the previously existing hypothesis is accurate. In this study, the population studied was all Gen Z employees in Bandar Lampung City, with a total of 150 people. Meanwhile, the sampling method used was a saturated sample, which means the entire population was taken as sample members, which also numbered 150 people. To collect data in this study, observation techniques and instrument questionnaires were used, the research instruments used were in the form of questions related to the measured indicators. Activities in data analysis are grouping data according to the variables studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed. The data analysis methods used in this research include instrument testing (validity test, reliability test), multiple linear regression

analysis, coefficient of determination test, and hypothesis testing (t-test or f-test).

Validity Test

Validity testing is a process aimed at determining whether a measurement instrument, such as questions in a questionnaire, is valid (Rosita et al., 2021). According to Sugiyono (2022), an instrument is considered valid if there is a similarity between the actual data on the research subjects and the data collected by the researcher. A valid instrument is one that produces accurate data that corresponds to the observed or measured reality.

Reliability Test

Reliability testing is the measurement of the variables used through questions that:

Definition:

- b. Y = dependent variable (value of the predicted variable) a = constant
- c. b1, b2..., bn = regression coefficient value.

Multiple Linear Regression Analysis Test

A statistical method used to study the relationship between one dependent variable (Y) and two or more independent variables is considered in multiple linear regression analysis (Sudariana & Yoedani, 2022). Multiple linear regression analysis has an equation that shows the relationship between one independent variable (Y) and two or more dependent variables (X1, X2..., Xn). According to (Irrawati & Mukaramah, 2024), the equation in multiple linear regression is expressed as:

$$Y = a + b_1 X_1 + b_2 X_2 + b_n X_n$$

Definition:

Y = dependent variable (value of the predicted variable)

a = constant

b1, b2..., bn = regression coefficient values.

Coefficient of Determination (R²) Test

The coefficient of determination is a way to assess how well a model can explain changes in the influenced variable. The coefficient of determination value ranges from zero to one. A small R² indicates that the dependent variables can only explain a small amount of the change in the influenced variable. Conversely, a value close to one indicates that the dependent variables provide almost all the information needed to predict the variable (Dewangga Dwi Kharislam, Yuwita Ariessa Pravasanti, 2022).

Hypothesis Testing (t-Test)

According to Pratiwi & Lubis (2021), hypothesis testing is a branch of inferential statistics that includes hypothesis testing, which is used to statistically test a statement and draw conclusions about whether the statement is acceptable or not. According to (Ghozalai in Rahman et al., 2020), hypothesis testing is a procedure that will result in a decision to accept or reject a hypothesis using a partial test (t-test):

- $t_{hitung} < t_{tabel} = H_0$ is accepted (H_a is rejected)
- $t_{hitung} > t_{tabel} = H_0$ is rejected (H_a is accepted)

If $t_{hitung} < t_{tabel}$, product quality has no significant effect on consumer satisfaction. If $t_{hitung} > t_{tabel}$, product quality has a significant effect on consumer satisfaction. The t-test is used to test one or two populations, and the one-sample t-test compares two means to determine whether the difference in means is factual or coincidental (Pratiwi & Lubis, 2021).

Table 1. Hypothesis Testing (f-Test)

No	Variables	Cronbach Alpha	Required Cronbach Alpha	Information
1	Work-life Balance	0.769	0.6	Reliable
2	Work motivation	0.803	0.6	Reliable
3	Compensation	0.823	0.6	Reliable
4	Turnover	0.820	0.6	Reliable

Intention.

The f-test is used to examine the effect of all independent variables collectively on the dependent variable, or to test whether the regression model created is significant or insignificant. To understand the f-test, if the calculated F-value is less than the F-table, the result (f-test) is invalid. However, if the calculated F-value is greater than the F-table, the result (f-test) is considered valid (Akbar et al., 2024).

Results and Discussion

Table 2. Validity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.147	1.419		2.922	.004
Work life Balance	.316	.118	.299	2.678	.008
Work motivation	.094	.128	.091	0.704	.460
Compensation	.188	.115	.191	1.631	.105

(Ghozali in Yusril, 2023) stated that the criteria for validity or not is if the correlation between the scores of each question item and the total score has a significance level < 0.05 and the calculated $r > r$ table, then the item is declared valid. The value of r table used is 0.160, the following are the results of the validity test for each variable:

Table 3.

Variables	Item	r Count	R table	Information
Work-life Balance	X1.1	0.822	0.160	Valid
	X1.2	0.775	0.160	Valid
	X1.3	0.776	0.160	Valid
	X1.4	0.735	0.160	Valid
Work motivation	X2.1	0.786	0.160	Valid
	X2.2	0.806	0.160	Valid
	X2.3	0.769	0.160	Valid
	X2.4	0.814	0.160	Valid
Compensation	X3.1	0.791	0.160	Valid
	X3.2	0.823	0.160	Valid
	X3.3	0.784	0.160	Valid
	X3.4	0.839	0.160	Valid
Turnover Intention.	Y.1	0.868	0.160	Valid
	Y.2	0.857	0.160	Valid
	Y.3	0.848	0.160	Valid

Source: Data processed using SPSS 27, processed 2025

Table 1 shows that all statement items have a calculated r value $> r$ table, with a significance level of 0.05 and r table of 0.160 so that it can be concluded that all statements in variables X1, X2, and Y are valid.

Reliability Test

Reliability measurements were carried out using SPSS version 27 with the Cronbach Alpha test. The following are the results of the reliability test for each variable:

Table 4. Reliability Test Results

No	Variabel	Cronbach Alpha	Cronbach Alpha yang disyaratkan	Keterangan
1	Work-life Balance	0,769	0,6	Reliabel
2	Motivasi Kerja	0,803	0,6	Reliabel
3	Kompensasi	0,823	0,6	Reliabel

4	Turnover Intention.	0,820	0,6	Reliabel
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Source: Data processed use SPSS 27, processed in 2025

On table on show all variables own Cronbach Alpha value is more than 0.6 based on the then all variables are reliable.

Test Analysis Regression Liner Multiple

Multiple linear regression analysis was used to testing the hypothesis of joint influence and the variance between the independent and dependent variables (Aryani & Gustian, 2020). The regression equation can known in the SPSS version 27 output in table 4.

$$Y = a + b1.x1 + b2.x2$$

$$= 4.158 + 0.309 + 0.119 + 0.215$$

Table 5. Multiple Linear Regression Analysis

Model	Unstandardize d Coefficients		t	Sig.
	Standardize d Coefficients			
	B	Std. Error		
(Constant)	4.147	1.419	2.922	.004
Work life Blance	.316	.118	2.678	.008
Motivasi kerja	.094	.128	0.704	.460
Kompensasi	.188	.115	1.631	.105

Source: Data processed use SPSS 27, processed in 2025

based on equality the can described as following:

- 1) Mark a as big as 4,147 is constant or condition moment variables Turnover Intention (Y) Not yet influenced by variables others are the work life balance and work motivation variables (X1) and compensation (X2). If variables independent No There is so variables performance employees do not experience any changes.
- 2) b1 (regression coefficient value X1) of 0.316 and 0.118 indicates variables work discipline has a positive influence on performance employee Which means that every increase 1 unit *work life balance and work motivation* variables will influence performance Gen Z employees in Bandar Lampung City are 0.316 and 0.118 with the assumption that other variables were not examined in other studies.
- 3) b2 (regression coefficient value X2) of 0.188 indicates *work life balance* variables and motivation Work have influence positive to performance Gen Z employees who means that every increase 1 unit *work life balance and work motivation* variables will affect performance employees in Bandar Lampung City is 0.188 with the assumption that other variables were not examined in other studies.

Test Coefficient Determination (R²)

Table 6. Test of the Coefficient of Determination (R²)

Model	Model Summary			
	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.810 ^a	.656	.649	.94108

a. Predictors: (Constant), X3, X1, X2

Source: Data processed use SPSS 27, processed in 2025

Based on table 4 above, results test coefficient determination It is known that the R Square coefficient (R²) value is 0.656. This explains that the percentage of influence The independent variables, namely work life balance and work motivation on the performance of Gen Z employees in Bandar Lampung City are by 65.6 % Which show mark R Square Which

tall And has a good level of conformity with the data used. While the remaining 34.4% is influenced by by other variables not included in the model study This.

Test Hypothesis (T)

The t-test is basically used to find out the partial influence of independent variables on dependent variable. The results of the t-test are as follows following:

Table 7. Hypothesis Test (T)

Model	t	Coefficient s ^a			
		r table	Sgi.	Informatio n	
Work Life Balance	4,723	1,655	0.001	Positive and Significant	
Work motivation	3,227	1,655	0.003	Positive and Significant	
Compensatio n	4,137	1,655	0.001	Positive and Significant	

Source: Data processed use SPSS 27, processed in 2025

Based on with table 5 that is results test t in study this was done with a significance value of 5% (0.05), while mark t table calculated using the *df formula = n - k or df = 150 - 2 = 148*, and the t table is 1.655. For knowing the magnitude of the influence of each variable independent partially on the dependent variable of work discipline on the performance of Gen Z employees in Bandar Lampung City. H2 : Test Hypothesis Compensation for performance employee

Shows that the significant value of motivation influences work (X1) on employee performance (Y) is 0.001 < 0.05 and the calculated t value is 4.723 > the t table value is 1.655 then Ho1 is rejected and Ha1 is accepted. This means there is an influence. work motivation on Gen Z performance in Bandar Lampung City significantly.

Test Hypothesis (F)

The f test aims to determine the impact of all variables that include work discipline and work motivation in a way together to performance employee. Results test f is as follows:

Table 8. Hypothesis Test (F)

Model	ANOVA ^a				
	Sum of Square	df	Mean Squar e	F	Sig.
1	246,794	3	82,265	8,360	<.001 ^b
Resi dual	1436,706	146	9,840		
Total	1683,500	149			

Source: Data processed use SPSS 27, processed in 2025

From table 6 results test study the can obtained significant value For Work life Blance and Work Motivation (X1) And Compensation (X2) on Turnover Intention (Y) is as big as 0.00 < 0.05 and f count 8,360 > mark f table 3.06, matter the prove that Ho3 rejected And Ha3 accepted. This means that there is an influence of Work Life Blance and Work Motivation (X1) and Compensation (X2) on Turnover Intention (Y) significantly .

Discussion

Based on the results of data analysis and hypothesis testing, four main hypotheses were found that explain the relationship between variables: H1: The Impact of Work-Life Balance and Work Motivation on Job Turnover Intention. The findings of this study clearly demonstrate that work-life balance and work

motivation have a positive and significant impact on turnover intentions. Generation Z employees who feel they don't have enough personal space due to excessive work pressure are more likely to experience dissatisfaction and loss of motivation. This situation triggers a desire to leave the company, highlighting the importance of companies building a balanced and motivating work environment.

Generated by Previous Research:

- Gunawan & Andani (2020): Stated that low motivation and poor work-life balance have a significant influence on young employees' desire to resign.
- Fatari & Wiguna (2023): Stated that disruption of life balance accelerates the decision to change jobs, especially among millennial employees.
- Sugiarti (2022): States that Gen Z is very responsive to the imbalance between career and personal life.

Companies are advised to develop work policies that address employee well-being, including flexible work arrangements, mental health support, and wellness programs. Furthermore, fostering a work environment that supports intrinsic motivation through rewards and career development is key to reducing turnover intentions. H2: The Impact of Work-Life Balance and Work Motivation on Compensation Views. Employees who experience work-life harmony and high morale tend to have a positive outlook on rewards. Conversely, inequity and lack of motivation can lead to dissatisfaction with even objective rewards.

Based on Previous Research:

- Meiliawati et al. (2022): Employees with high work motivation and who feel they receive personal support rate compensation better.
- Juleiqa & Indarto (2024): Generation Z sees compensation not only from numbers, but also from emotional aspects such as work flexibility and appreciation.
- Kartika Herdianty et al. (2024): Work-life balance and motivation directly contribute to shaping perceptions of fairness regarding compensation.

Companies must design a more comprehensive compensation system, not solely focused on financial aspects but also considering non-material elements such as performance rewards, learning opportunities, and more humane working hours. This will ensure compensation is perceived as fairer and more valuable. H3: The Impact of Compensation on Job Turnover Intention Compensation that doesn't meet employee expectations, either in terms of amount or fairness, has been shown to significantly increase turnover intentions. Gen Z is known to be skeptical and willing to voice dissatisfaction with reward systems that don't align with workload or don't align with industry standards.

Based on Previous Research:

- Fatari & Wiguna (2023): Indicates that inappropriate compensation directly accelerates the desire to resign.
- Meiliawati et al. (2022): Emphasizes the importance of compensation in building employee loyalty and work engagement.
- Wibowo et al. (2024): Generation Z highly values compensation that is clear, flexible, and reflects their values. Regular evaluation of compensation systems is necessary to keep them aligned with industry dynamics and the expectations of the younger generation. Companies should begin implementing compensation based on performance and experience to improve talent retention. H4: The Mediating Function of Compensation in the Relationship between Work-Life Balance, Work Motivation, and Turnover Intention. Compensation acts as a crucial link between work-life balance and motivation and turnover intentions. Even when work-life balance and motivation are maximized, negative perceptions of compensation can still lead employees to leave. This suggests

that compensation serves to reinforce or mitigate the effects of other variables on turnover intentions.

Based on Previous Research:

- Azhar & Khan (2024): Compensation functions as a mediator that influences the relationship between work-life balance and turnover intention.
- Azhar & Khan (JIMB, 2024): In the context of Gen Z, rewards strengthen the connection between motivation and work loyalty.
- Pratama et al. (2024): Underlined that satisfaction with rewards is a crucial factor in retaining young workers.

Recommendation:

Companies should not view compensation as a static element. Compensation should be designed as a strategic tool to strengthen motivation and work-life balance. Flexible and personalized compensation packages will be more effective in reducing turnover intention.

Conclusion

This study empirically demonstrates that work-life balance and work motivation significantly influence turnover intentions, both directly and indirectly through compensation as an intermediary variable. Generation Z, as the currently active age group, has a high level of sensitivity to the balance between professional and personal life and intrinsic motivation in work. When work-life balance is unstable and work motivation declines, the desire to change jobs increases, especially if perceived rewards are inadequate. Compensation has been shown to be a crucial element that can strengthen or diminish the influence of work-life balance and motivation on the decision to remain. Generation Z evaluates compensation not only in terms of financial aspects but also in terms of non-material benefits such as work flexibility, development opportunities, and recognition for contributions. Statistically, the results of validity and reliability tests, multiple regression, and t- and f-tests indicate that all tested variables significantly influence each other. The coefficient of determination (R^2) of 65.6% indicates that this research model can partially explain the variables influencing turnover intentions.

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