

SURAT TUGAS

Nomor: 74-R/UNTAR/PENELITIAN/VIII/2025

Rektor Universitas Tarumanagara, dengan ini menugaskan kepada saudara:

REZI ERDIANSYAH, Drs., M.S., Dr.

Untuk melaksanakan kegiatan penelitian/publikasi ilmiah dengan data sebagai berikut:

Judul	:	Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)
Nama Media	:	ISSN (print): 2644-0679, ISSN (online): 2644-0695
Penerbit	:	International Journal of Social Science and Human Research
Volume/Tahun	:	Volume 08 Issue 04 April 2025
URL Repository	:	International Journal of Social Science and Human Research

Demikian Surat Tugas ini dibuat, untuk dilaksanakan dengan sebaik-baiknya dan melaporkan hasil penugasan tersebut kepada Rektor Universitas Tarumanagara

19 Agustus 2025

Rektor



Prof. Dr. Amad Sudiro, S.H., M.H., M.Kn., M.M.

Print Security : 673e5133f4b88c32ac156baa5af900a3

Disclaimer: Surat ini dicetak dari Sistem Layanan Informasi Terpadu Universitas Tarumanagara dan dinyatakan sah secara hukum.

Jl. Letjen S. Parman No. 1, Jakarta Barat 11440
P: 021 - 5695 8744 (Humas)
E: humas@untar.ac.id

     [Untar Jakarta](#)

 untar.ac.id

Lembaga

- Pembelajaran
- Kemahasiswaan dan Alumni
- Penelitian & Pengabdian Kepada Masyarakat
- Penjaminan Mutu dan Sumber Daya
- Sistem Informasi dan Database

Fakultas

- Ekonomi dan Bisnis
- Hukum
- Teknik
- Kedokteran
- Psikologi
- Teknologi Informasi
- Seni Rupa dan Desain
- Ilmu Komunikasi
- Program Pascasarjana

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)



Cindy Calista¹, Rezi Erdiansyah^{2*}

^{1,2}Master of Management Program, Tarumanagara University, Jakarta, Indonesia

*Corresponding Author

ABSTRACT: This study aims to determine how compensation, career development, and work-life balance affect turnover intention with job satisfaction as a mediating variable. The sampling method used in this study is non-probability with purposive sampling technique, with a total of 208 generation Z employees working in Jakarta as the sample. The data analysis technique in this study used SmartPLS software version 4.1.0.9. The results of this study indicate that compensation and work-life balance have a significant negative effect on turnover intention, while career development doesn't have a significant effect on turnover intention. Compensation, career development, and work-life balance have a significant positive effect on job satisfaction. Job satisfaction has a significant negative effect on turnover intention. Job satisfaction is proven to mediate the effect between compensation and career development on turnover intention negatively. However, job satisfaction is not proven to mediate the effect between work-life balance on turnover intention.

KEYWORDS: compensation, career development, work-life balance, job satisfaction, turnover intention.

I. INTRODUCTION

Human resources are an important aspect of a company. Retaining the workforce is a major competitive factor for a company, allowing them to operate more efficiently than their competitors, according to Macke & Genari (2019). Glints (2024) stated that based on a survey conducted by the Boston Consulting Group, 34% of employees in Indonesia and other Southeast Asian countries are actively looking for new jobs in 2023. A high level of turnover intention can lead to a high level of employee turnover, this not only has a negative impact on the company's financial performance, but also reduces the overall productivity of other employees, reduces the quality of company services, increases the cost of recruiting, training and developing new employees, and has a negative impact on the company's reputation, according to Memon et al. (2017); Deniz (2020).

There are many factors that can influence employee turnover intention in a company. Among them are compensation, career development, and work-life balance. This is supported by previous research conducted by Vizano et al. (2021), which states that compensation and career development have a significant negative effect on turnover intention and previous research conducted by Maharani & Tamara (2024), which states that work-life balance has a significant negative effect on turnover intention. However, there are several research results that contradict this statement, one of which is research conducted by Sinaga et al. (2022), stating that compensation is not proven to have a significant effect on turnover intention. Sinaga et al. (2022) added the job satisfaction variable as a mediating variable so that it can influence turnover intention, but based on their research, job satisfaction was not proven to mediate the influence between compensation and turnover intention. This is in contrast to research conducted by Aman-Ullah et al. (2023), which stated that job satisfaction was proven to mediate the influence between compensation and turnover intention. To address this research gap, this study re-examines the influence of these variables, so that it is expected to provide a deeper understanding and enrich the findings related to these variables. In this study, job satisfaction is used as a mediating variable to support the influence of each independent variable on turnover intention. Tjandra & Erdiansyah (2024), stated that high job satisfaction can reduce employee turnover intention, this is supported by previous research conducted by Ning et al., (2023).

Generation Z or commonly known as Gen Z, is starting to enter the workforce with a new perspective, according to Scholtz & Rennig in Protsiuk (2024). Based on research conducted by McCrindle Research Pty Ltd, a social research company based in Australia and known as a leading expert in analyzing social, demographic, and behavioral trends in society, it is estimated that Generation Z will contribute one third of the workforce by 2025, so employers need to invest in developing this generation to ensure the continuity of the workforce and company operations. The survey results revealed that most Generation Z employees tend to feel dissatisfied with their jobs and have the intention to move to another company, according to Pinandito & Savira (2022). Based on data collected by Deloitte (2019), the employee turnover rate in Indonesia reached 10% after Generation Z

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

entered the workforce. Therefore, researchers tried to conduct research using data from generation Z employees working in Jakarta as a sample.

II. LITERATURE REVIEW

This study is based on several theories, the first is equity theory, which emphasizes how individual perceptions of fairness in reciprocal relationships at work can influence their behavior and decisions, according to Griffeth & Gaertner (2001), including turnover intention. Employees who receive fair compensation, have good work-life balance, have fair opportunities for career development, tend to have high job satisfaction, and have lower turnover intention. The second is expectancy theory, which describes how individuals make decisions related to their behavior based on expectations of the results of those actions, according to Lawler et al. (1973). Employees who have expectations of getting good compensation, work-life balance, and career development opportunities, and achieve them in the company or organization where they work, tend to have high job satisfaction, and have lower turnover intention. The last is job demands-resources theory (JD-R Theory), which explains how job demands and job resources affect performance through employee well-being and how employees implement proactive and reactive work behaviors to influence job demands and resources, according to Bakker et al. (2014). This study examines the effect of job resources, which in the context of this study are represented by the variables compensation, work-life balance, career development, and job satisfaction, on turnover intention.

A. Compensation

According to Delery et al (2000), compensation is a benefit received by employees from a company or organization in return for their contributions. According to Lyons & Bandura (2020), satisfaction with the compensation provided by a company or organization, for example, such as the salary set, fairness in providing wages, and policies related to other benefits provided can encourage employees to stay in the company or organization, in other words, it can reduce the level of employee turnover intention. This is supported by research conducted by Vizano et al. (2021) and Aman-Ullah et al. (2023), which states that compensation has a significant negative effect on turnover intention.

B. Career Development

According to Sinambela (2022), career development is a step taken by an organization or company to help advance the careers of its employees, commonly referred to as career management. According to Widodo (2015), the lack of career development opportunities can affect the increase in employee turnover intention, employees tend to consider moving to other companies that offer better job prospects. This is supported by research conducted by Sinaga et al. (2022); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024), which states that career development has a significant negative effect on turnover intention.

C. Work-life Balance

According to Maharani & Tamara (2024), work-life balance is a condition where the demands between a person's work and personal life are in balance. Work-life balance is very important to support the mental and emotional health of employees, which in turn can increase their productivity levels. Conflict in achieving this balance occurs when employees have difficulty dividing their time well between their personal life and work, which has the potential to cause fatigue and stress. As a result, work-life balance can be a factor that influences a person's turnover intention, according to Wardana et al in Aman-Ullah et al., 2022. This is supported by research conducted by Aman-Ullah et al (2022); Maharani & Tamara (2024); Husniati et al. (2024); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024), which states that work-life balance has a significant negative effect on turnover intention.

D. Job Satisfaction

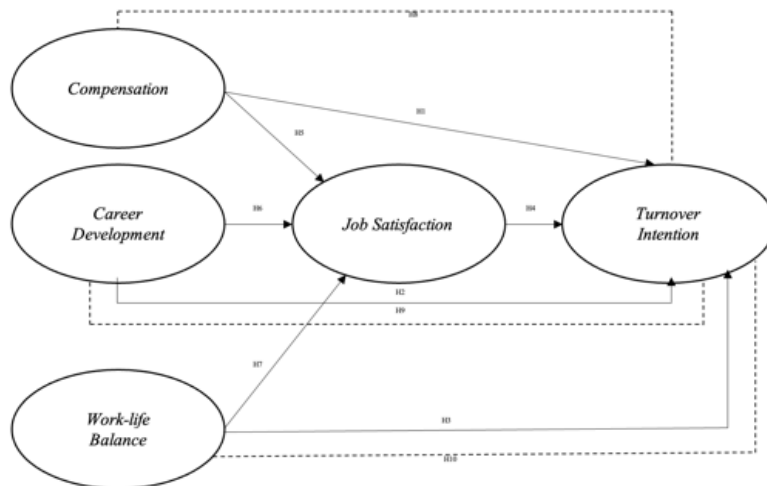
According to Weiss (2002), job satisfaction is an overall evaluative assessment by a person of their job. When someone feels dissatisfied with their job, they will begin to evaluate the available job options and positions, this cognitive process then turns into turnover intention and the employee will decide which career alternative to choose, according to Rosser (2004). This is supported by research conducted by Lu et al. (2017); Aman-Ullah et al. (2022); Sinaga et al. (2022); Ning et al. (2023); P. K. Gautam et al. (2024); Maharani & Tamara (2024); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024), which stated that job satisfaction has a significant negative effect on turnover intention.

E. Turnover Intention

Mobley (1977) defines turnover intention as a person's desire or tendency to leave the company where they works. Based on the description above, the research model is described as follows:

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Figure 1. Research Model



Source: Researcher (2025)

III. METHODOLOGY

Data collection in this study was carried out using a quantitative approach through an online questionnaire survey, which was created in digital format using Google Form. Measurement of indicators for each variable uses a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The subjects of this study were generation Z employees, namely individuals born in 1997 to 2012 and working as employees in Jakarta, with a total of 208 respondents. Then, because the number of populations that meet the established criteria cannot be identified with certainty, this study adopts a non-probability method with purposive sampling technique. Data analysis of this study applies Partial Least Squares-Structural Equation Modeling (PLS-SEM) using SmartPLS software version 4.1.0.9.

IV. RESULTS AND DISCUSSION

The research subjects were reviewed based on gender, age, domicile of work, last education, status of work, and length of service. Attached is all the information obtained regarding the 208 respondents who have filled out the questionnaire:

Table 1. Respondent's Demographic Data

Information	Total	Percentage (%)
Gender:		
Male	74	35,6%
Female	134	64,4%
Total	208	100%
Age:		
<= 20 years	3	1,5%
21-22 years	18	8,7%
23-24 years	50	24,0%
25-26 years	113	54,3%
27-28 years	24	11,5%
Total	208	100%
Domicile of Work Place:		
East Jakarta	7	3,4%
North Jakarta	32	15,4%
West Jakarta	71	34,1%
South Jakarta	60	28,8%
Central Jakarta	38	18,3%
Total	208	100%

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Information	Total	Percentage (%)
Last Education:		
High School	13	6,3%
Diploma	1	0,5%
Bachelor	186	89,4%
Master	8	3,8%
Total	208	100%
Status of Work Place:		
Public Company	8	3,8%
Private Company	200	96,2%
Total	208	100%
Years of Service:		
< 1 year	46	22,1%
1-2 years	57	27,4%
2-3 years	37	17,8%
3-4 years	45	21,6%
4-5 years	17	8,3%
5-6 years	3	1,4%
> 6 years	3	1,4%
Total	208	100%

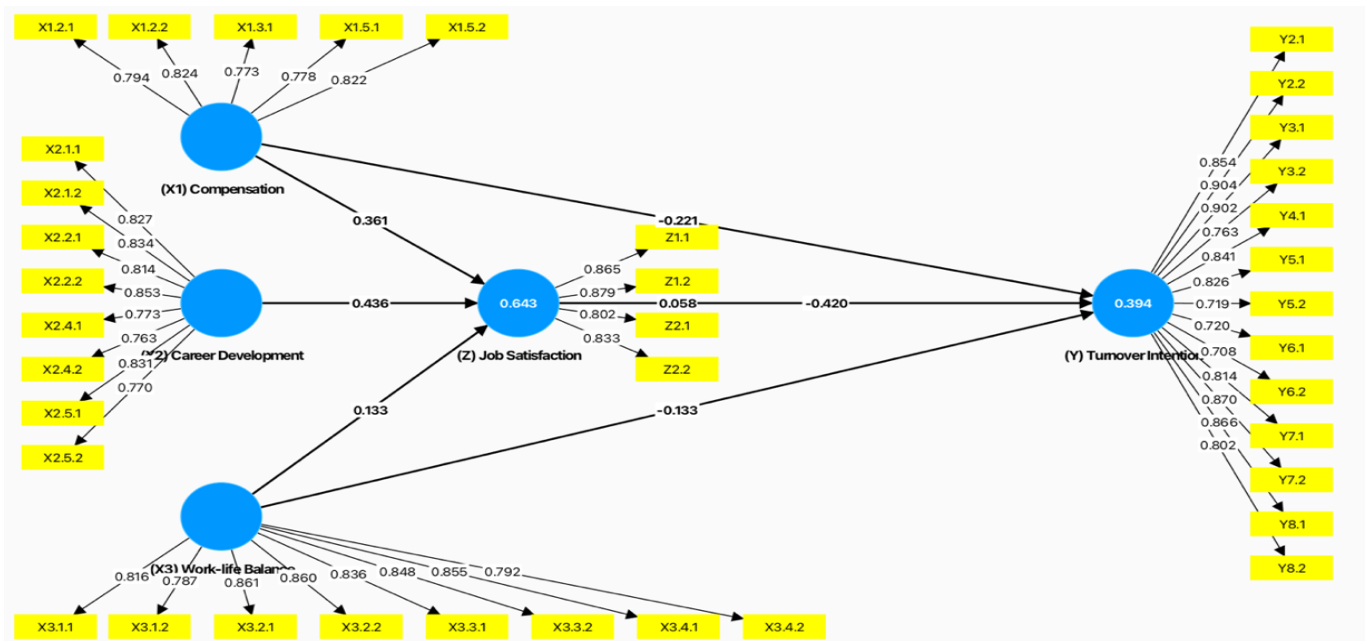
Source: Results of Primary Data Processing Using Google Form (2025)

Outer Model Analysis

Validity Test

Validity test in this study was conducted by testing convergent validity and discriminant validity. Convergent validity analysis in this study consists of loading factor and average variance extracted (AVE) tests shown in Figure 2 and Table 2 below:

Figure 2. Loading Factor Test Results



Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Based on the results of the loading factor test above, it can be concluded that all statements from the indicators of all variables have a loading factor value above 0.70, thus the results of the convergent validity analysis through the loading factor test for each item are declared valid.

Table 2. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)
(X1) Compensation	0,637
(X2) Career Development	0,654
(X3) Work-life Balance	0,693
(Y) Turnover Intention	0,668
(Z) Job Satisfaction	0,714

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the Average Variance Extracted (AVE) test above, it can be concluded that all variables have values above 0.50, thus the results of the convergent validity analysis through the Average Variance Extracted (AVE) test are declared valid.

Furthermore, the discriminant validity analysis in this study consists of the cross loading, fornell-larcker, and heterotrait-monotrait ratio (HTMT) criteria tests which are shown in Table 3, Table 4, and Table 5 below:

Table 3. Cross Loading Criteria Test Results

Variable	(X1) Compensation	(X2) Career Development	(X3) Work-life Balance	(Y) Turnover Intention	(Z) Job Satisfaction
X1.2.1	0,794	0,532	0,283	-0,468	0,491
X1.2.2	0,824	0,584	0,307	-0,420	0,566
X1.3.1	0,773	0,592	0,343	-0,374	0,537
X1.5.1	0,778	0,584	0,436	-0,478	0,713
X1.5.2	0,822	0,622	0,267	-0,412	0,590
X2.1.1	0,641	0,827	0,271	-0,393	0,680
X2.1.2	0,635	0,834	0,187	-0,364	0,693
X2.2.1	0,626	0,814	0,232	-0,447	0,647
X2.2.2	0,610	0,853	0,134	-0,390	0,638
X2.4.1	0,533	0,773	0,279	-0,375	0,515
X2.4.2	0,557	0,763	0,211	-0,269	0,473
X2.5.1	0,600	0,831	0,361	-0,364	0,573
X2.5.2	0,501	0,770	0,277	-0,295	0,499
X3.1.1	0,380	0,234	0,816	-0,342	0,358
X3.1.2	0,333	0,195	0,787	-0,274	0,362
X3.2.1	0,334	0,182	0,861	-0,317	0,321
X3.2.2	0,302	0,162	0,860	-0,301	0,322
X3.3.1	0,358	0,285	0,836	-0,300	0,298
X3.3.2	0,375	0,300	0,848	-0,318	0,330
X3.4.1	0,354	0,284	0,855	-0,341	0,355
X3.4.2	0,327	0,327	0,792	-0,334	0,390
Y2.1	-0,498	-0,421	-0,400	0,854	-0,557
Y2.2	-0,522	-0,426	-0,320	0,904	-0,560
Y3.1	-0,486	-0,382	-0,295	0,902	-0,502
Y3.2	-0,458	-0,315	-0,303	0,763	-0,519
Y4.1	-0,430	-0,336	-0,269	0,841	-0,433
Y5.1	-0,388	-0,321	-0,290	0,826	-0,419
Y5.2	-0,366	-0,381	-0,175	0,719	-0,406
Y6.1	-0,426	-0,398	-0,293	0,720	-0,446
Y6.2	-0,426	-0,294	-0,278	0,708	-0,410
Y7.1	-0,473	-0,426	-0,372	0,814	-0,559
Y7.2	-0,461	-0,342	-0,375	0,870	-0,533

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Y8.1	-0,429	-0,406	-0,339	0,866	-0,502
Y8.2	-0,334	-0,348	-0,277	0,802	-0,379
Z1.1	0,664	0,749	0,277	-0,486	0,865
Z1.2	0,648	0,686	0,345	-0,474	0,879
Z2.1	0,565	0,534	0,356	-0,504	0,802
Z2.2	0,604	0,518	0,427	-0,549	0,833

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the cross loading test above, it was found that the cross loading value of each indicator in its construct was higher than the cross loading in other constructs. Thus, it can be concluded that all variables tested in this study are valid.

Table 4. Fornell-Larcker Criteria Test Results

Variable	(X1) Compensation	(X2) Career Development	(X3) Work-life Balance	(Y) Turnover Intention	(Z) Job Satisfaction
(X1) Compensation	0,798				
(X2) Career Development	0,731	0,809			
(X3) Work-life Balance	0,416	0,298	0,833		
(Y) Turnover Intention	-0,542	-0,454	-0,381	0,817	
(Z) Job Satisfaction	0,736	0,740	0,413	-0,594	0,845

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the fornell-larcker criterion test above, it was found that the Average Variance Extracted (AVE) value of each construct was higher than the highest squared correlation of other constructs. Thus, it can be concluded that all variables tested in this study are valid.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variable	(X1) Compensation	(X2) Career Development	(X3) Work-life Balance	(Y) Turnover Intention	(Z) Job Satisfaction
(X1) Compensation					
(X2) Career Development	0,814				
(X3) Work-life Balance	0,456	0,322			
(Y) Turnover Intention	0,589	0,475	0,395		
(Z) Job Satisfaction	0,840	0,810	0,459	0,647	

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the heterotrait-monotrait ratio (HTMT) test above, it was found that the inter-construct correlation value of each variable was below 0.90. Thus, it can be concluded that all variables tested in this study are valid.

Reliability Test

The reliability test in this study was carried out based on the Cronbach's alpha and composite reliability values, which are shown in Table 6 below:

Table 6. Realibility Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
(X1) Compensation	0.858	0.862	0.898
(X2) Career Development	0.925	0.931	0.938
(X3) Work-life Balance	0.937	0.937	0.948
(Y) Turnover Intention	0.958	0.962	0.963
(Z) Job Satisfaction	0.866	0.869	0.909

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the reliability test above, it was found that each variable has a cronbach's alpha and composite reliability value of more than 0.70. Thus, it can be concluded that all variables tested in this study are reliable.

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Inner Model Analysis

Coefficient of Determination ($\bar{R}^2$) Test

The determination coefficient test is a test of the predictive accuracy measure of the model. The following are the results of the determination coefficient ($\bar{R}^2$) test in this study, which are shown in Table 7 below:

Table 7. Coefficient of Determination ($\bar{R}^2$) Test Results

Variable	$\bar{R}^2$
(Y) Turnover Intention	0,394
(Z) Job Satisfaction	0,643

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the determination coefficient test ($\bar{R}^2$) above, the $\bar{R}^2$ value of the turnover intention variable is 0.394, meaning that the magnitude of the influence given by compensation, career development, work-life balance, and job satisfaction on turnover intention is 39.4%. The remaining 60.6% is influenced by other variables not examined in this study. In addition, the $\bar{R}^2$ value of the job satisfaction variable is 0.643, meaning that the magnitude of the influence given by compensation, career development, and work-life balance on job satisfaction is 64.3%. The remaining 35.7% is influenced by other variables not examined in this study.

Effect Size (f^2) Test

The effect size (f^2) test measures the influence of an independent variable on the dependent variable based on the effect size value. The following are the results of the effect size (f^2) test in this study, which are shown in Table 8 below:

Table 8. Effect Size (f^2) Test Results

Variable	f^2
(X1) Compensation -> (Y) Turnover Intention	0,029
(X1) Compensation -> (Z) Job Satisfaction	0,155
(X2) Career Development -> (Y) Turnover Intention	0,002
(X2) Career Development -> (Z) Job Satisfaction	0,248
(X3) Work-life Balance -> (Y) Turnover Intention	0,023
(X3) Work-life Balance -> (Z) Job Satisfaction	0,041
(Z) Job Satisfaction -> (Y) Turnover Intention	0,104

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the effect size test (f^2) above, it can be concluded that the influence generated by compensation on turnover intention, work-life balance on turnover intention, work-life balance on job satisfaction, and job satisfaction on turnover intention has a small influence, this is evidenced by the effect size value (f^2) generated from each variable influence of 0.029, 0.023, 0.041, and 0.104, where the range of these values falls into the small effect criteria (0.02 to <0.15). Next, the influence generated by compensation on job satisfaction and career development on job satisfaction has a moderate influence, this is evidenced by the effect size value (f^2) generated from each variable influence of 0.155 and 0.248, where the range of this value falls into the criteria of a moderate effect (0.15 to <0.35), while the influence of the career development variable on turnover intention is proven to have no influence, this is evidenced by the effect size value (f^2) generated of 0.002, where the range of this value is below 0.02 so that it is stated to have no effect or influence.

Prediction Relevance (Q^2) Test

The prediction relevance (Q^2) test was obtained through a blindfolding procedure on the endogenous latent construct using a reflective measurement model. The following are the results of the prediction relevance test (Q^2) in this study, which are shown in Table 9 below:

Table 9. Prediction Relevance (Q^2) Test Results

Variable	Q^2
(Y) Turnover Intention	0,306
(Z) Job Satisfaction	0,614

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

Based on the results of the prediction relevance test ($\overline{Q^2}$) above, it can be concluded that both variables, turnover intention and job satisfaction, have prediction relevance. This is evidenced by the prediction relevance values of each variable of 0.306 and 0.614, where both are greater than zero.

Research Hypothesis Test

Table 10. Research Hypothesis Test Results

Variable	T-statistics	P-values	Original Sample (O)
(X1) Compensation -> (Y) Turnover Intention	2,873	0,004	-0,221
(X1) Compensation -> (Z) Job Satisfaction	3,826	0,000	0,361
(X2) Career Development -> (Y) Turnover Intention	0,641	0,521	0,058
(X2) Career Development -> (Z) Job Satisfaction	5,062	0,000	0,436
(X3) Work-life Balance -> (Y) Turnover Intention	2,241	0,025	-0,133
(X3) Work-life Balance -> (Z) Job Satisfaction	2,083	0,037	0,133
(Z) Job Satisfaction -> (Y) Turnover Intention	4,946	0,000	-0,420

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the table above, it can be seen that the effect of compensation on turnover intention obtained a T-statistics value of 2.873 (> 1.96), a P-value of 0.004 (< 0.050), and an original sample (O) value of -0.221. So it can be concluded that compensation has a significant negative effect on turnover intention, thus the first hypothesis of this study is accepted. The effect of career development on turnover intention obtained a T-statistics value of 0.641 (< 1.96), a P-value of 0.521 (> 0.050), and an original sample (O) value of 0.058. So it can be concluded that career development does not have a significant effect on turnover intention, thus the second hypothesis of this study is rejected. The effect of work-life balance on turnover intention obtained a T-statistics value of 2.241 (> 1.96), a P-value of 0.025 (< 0.050), and an original sample (O) value of -0.133. It can be concluded that work-life balance has a significant negative effect on turnover intention, thus the third hypothesis of this study is accepted. The effect of job satisfaction on turnover intention obtained a T-statistics value of 4.946 (> 1.96), a P-value of 0.000 (< 0.050), and an original sample (O) value of -0.420. It can be concluded that job satisfaction has a significant negative effect on turnover intention, thus the fourth hypothesis of this study is accepted. The effect of compensation on job satisfaction obtained a T-statistics value of 3.826 (> 1.96), a P-value of 0.000 (< 0.050), and an original sample (O) value of 0.361. It can be concluded that compensation has a significant positive effect on job satisfaction, thus the fifth hypothesis of this study is accepted. The influence of career development on job satisfaction obtained a T-statistics value of 5.062 (> 1.96), a P-value of 0.000 (< 0.050), and an original sample (O) value of 0.436. It can be concluded that career development has a significant positive effect on job satisfaction, thus the sixth hypothesis of this study is accepted. The influence of work-life balance on job satisfaction obtained a T-statistics value of 2.083 (> 1.96), a P-value of 0.037 (< 0.050), and an original sample (O) value of 0.133. It can be concluded that work-life balance has a significant positive effect on job satisfaction, thus the seventh hypothesis of this study is accepted.

Mediation Test Analysis

Indirect Effect Test

Indirect effect testing tests the influence of independent variables on dependent variables through mediating variables. The following are the results of indirect effect testing of the variables in this study, which are shown in Table 11 below:

Table 11. Indirect Effect Test Results

Variable	T-statistics	P-values	Original Sample (O)
(X1) Compensation -> (Z) Job Satisfaction -> (Y) Turnover Intention	3,118	0,002	-0,152
(X2) Career Development -> (Z) Job Satisfaction -> (Y) Turnover Intention	3,428	0,001	-0,183
(X3) Work-life Balance -> (Z) Job Satisfaction -> (Y) Turnover Intention	1,817	0,069	-0,056

Source: Data Processing Results Using SmartPLS software version 4.1.0.9 (2025)

Based on the results of the indirect effect test above, it can be concluded that job satisfaction is proven to mediate the effect of compensation on turnover intention negatively, this is evidenced by the T-statistics value of 3.118, which is greater than 1.960, then the P-value is smaller than 0.050 which is 0.002, and the original sample (O) value is negative which is -0.152, but because the effect of the compensation variable on turnover intention directly (direct effect) the results are significant, therefore the effect of the resulting mediating variable is partial mediation. Next, job satisfaction is also proven to mediate the influence of career

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

development on turnover intention negatively, this is evidenced by the T-statistics value of 3.428, which is greater than 1.960, then the P-values are smaller than 0.050 which is 0.001, and the original sample (O) value is negative which is -0.183, then because the influence of the career development variable on turnover intention directly (direct effect) the results are not significant, therefore the influence of the resulting mediation variable is full mediation. However, job satisfaction is not proven to mediate the influence of work-life balance on turnover intention, this is evidenced by the T-statistics value of 1.817, which is smaller than 1.960 and the P-values are greater than 0.050 which is 0.069. Thus it can be concluded that the eighth hypothesis of this study is accepted, the ninth hypothesis of this study is accepted, and the tenth hypothesis of this study is rejected.

DISCUSSIONS

The effect of compensation on turnover intention

Based on the results of the research that has been conducted, compensation has been proven to have a significant negative effect on turnover intention. The results show that compensation is the variable with the second largest influence in this study on turnover intention after job satisfaction, with an original sample value (O) of -0.221. In this study, a fair and transparent incentive and bonus system and the provision of awards for good employee performance are the two strongest indicators representing the compensation variable. The results of this study are in line with the results of research conducted by Vizano et al. (2021) and Aman-Ullah et al. (2023).

The effect of career development on turnover intention

Based on the results of the research that has been conducted, career development has not been proven to have a significant effect on turnover intention. Thus, it can be concluded that in this study with research subjects in the form of generation Z employees working in Jakarta, the career development program implemented by the company does not have a significant effect on the level of turnover intention possessed by employees. This is because there are other factors that may be more considered by the subjects of this study in determining the decision to change jobs (turnover intention). The results of this study are in line with the results of research conducted by Wu & Liu (2022).

The effect of work-life balance on turnover intention

Based on the results of the research that has been conducted, work-life balance has been proven to have a significant negative effect on turnover intention. The results show that work-life balance is the variable that has the smallest effect on turnover intention in this study, with an original sample value (O) of -0.133. In this study, ensuring that the work given does not interfere with the balance of employees' personal lives is the strongest indicator representing the work-life balance variable. The results of this study are in line with the results of research conducted by Aman-Ullah et al (2022); Maharani & Tamara (2024); Husniati et al. (2024); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024).

The effect of job satisfaction on turnover intention

Based on the results of the research that has been conducted, job satisfaction has been proven to have a significant negative effect on turnover intention. The results show that job satisfaction is the variable that has the greatest influence on turnover intention in this study, with an original sample value (O) of -0.420. In this study, a fair and open promotion mechanism is the strongest indicator representing the job satisfaction variable. The results of this study are in line with the results of research conducted by Lu et al. (2017); Aman-Ullah et al. (2022); Sinaga et al. (2022); Ning et al. (2023); P. K. Gautam et al. (2024); Maharani & Tamara (2024); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024).

The effect of compensation on job satisfaction

Based on the results of the research that has been conducted, compensation has been proven to have a significant positive effect on job satisfaction. The results show that compensation is the variable with the second largest influence in this study on job satisfaction after career development, with an original sample (O) value of 0.361. The results of this study are in line with the results of research conducted by Vizano et al. (2021); Sinaga et al. (2022); and Aman-Ullah et al. (2023).

The effect of career development on job satisfaction

Based on the results of the research that has been conducted, career development has been proven to have a significant positive effect on job satisfaction. The results show that career development is the variable that has the greatest influence in this study on job satisfaction with an original sample value (O) of 0.436. In this study, a clear career path and a fair opportunity to get a promotion are the two strongest indicators that represent the career development variable. The results of this study are in line with the results of research conducted by Sinaga et al. (2022); Prasetyo et al. (2024); and Wahyudi & Saryatmo (2024).

The effect of work-life balance on job satisfaction

Based on the results of the research that has been conducted, work-life balance has been proven to have a significant positive effect on job satisfaction. The results show that work-life balance is the variable that has the smallest effect on job satisfaction in this study, with an original sample value (O) of 0.133. The results of this study are in line with the results of research conducted

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

by Haar et al. (2014); Aman-Ullah et al. (2022); Maharani & Tamara (2024); Prasetyo et al. (2024); Wahyudi & Saryatmo (2024); and Yuliani & Ekhsan (2024).

The effect of compensation on turnover intention through job satisfaction as a mediating variable

Based on the results of the research that has been conducted, job satisfaction has been proven to mediate the effect of compensation on turnover intention negatively. Thus, it can be concluded that the higher the compensation given by the company, the higher the level of job satisfaction felt by employees in the company, so that the turnover intention of employees in the company also tends to be lower. Conversely, the lower the compensation given by the company, the lower the level of job satisfaction felt by employees in the company, so that the turnover intention of employees in the company also tends to be higher. The results of this study are in line with the results of research conducted by Aman-Ullah et al. (2023).

The effect of career development on turnover intention through job satisfaction as a mediating variable

Based on the results of the research that has been conducted, job satisfaction has been proven to mediate the influence of career development on turnover intention negatively. Thus, it can be concluded that the higher the career development program implemented by the company, the higher the level of job satisfaction felt by employees in the company, so that the turnover intention of employees in the company also tends to be lower. Conversely, the lower the career development program implemented by the company, the lower the level of job satisfaction felt by employees in the company, so that the turnover intention of employees in the company also tends to be higher. The results of this study are in line with the results of research conducted by Sinaga et al. (2022); and Wahyudi & Saryatmo (2024).

The effect of work-life balance on turnover intention through job satisfaction as a mediating variable

Based on the results of the research that has been conducted, job satisfaction has not been proven to mediate the effect of work-life balance on turnover intention. The effect of work-life balance on turnover intention directly without mediation in this study has been proven to have a significant negative effect, the job satisfaction variable does not play a sufficient role as a mediator. This is because the direct influence of work-life balance on turnover intention is considered sufficient, so that the job satisfaction variable is in a position parallel to the work-life balance variable and does not act as a mediator. In addition, there are other mediator variables that may be more considered by the subjects of this study in mediating the effect of work-life balance on the decision to change jobs (turnover intention). The results of this study are in line with the results of research conducted by Yuliani & Ekhsan (2024).

CONCLUSIONS AND RECOMMENDATIONS

Based on the discussion that has been described above, it can be concluded that:

- a. Compensation has a significant negative effect on the turnover intention of generation Z employees working in Jakarta.
- b. Career development does not have a significant effect on the turnover intention of generation Z employees working in Jakarta.
- c. Work-life balance has a significant negative effect on the turnover intention of generation Z employees working in Jakarta.
- d. Job satisfaction has a significant negative effect on the turnover intention of generation Z employees working in Jakarta.
- e. Compensation has a significant positive effect on the job satisfaction of generation Z employees working in Jakarta.
- f. Career development has a significant positive effect on the job satisfaction of generation Z employees working in Jakarta.
- g. Work-life balance has a significant positive effect on the job satisfaction of generation Z employees working in Jakarta.
- h. Compensation has a significant negative effect on turnover intention through job satisfaction as a mediating variable for generation Z employees working in Jakarta.
- i. Career development has a significant negative effect on turnover intention through job satisfaction as a mediating variable for generation Z employees working in Jakarta.
- j. Work-life balance does not have a significant effect on turnover intention through job satisfaction as a mediating variable for generation Z employees working in Jakarta.

From this study, it was concluded that job satisfaction has the most influence on turnover intention directly. By implementing a fair and open promotion mechanism and a good relationship between superiors and subordinates in the team, this is very helpful in reducing employee turnover intention. However, as a mediating variable, job satisfaction does not play a sufficient role in mediating the influence of work-life balance on turnover intention, the influence of work-life balance on turnover intention directly is considered sufficient.

There are several recommendations that can be used as considerations for further research:

For Further Researchers or Academics:

- a. Further researchers should increase the number of samples to more than 208 respondents in order to obtain more accurate research results.

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

- b. Further researchers should expand the independent variables and mediating variables used to study their influence on turnover intention, such as work stress, organizational commitment, flexible working arrangements, and other variables in order to better explain the actual conditions related to the factors that influence turnover intention.

For Companies or Practitioners

In overcoming the high level of employee turnover intention, there are several things that companies need to consider:

- a. Companies should increase the compensation given to employees, one of which is by implementing a fair and transparent incentive and bonus system and providing awards for employee performance that has been achieved.
- b. Companies should pay more attention to the level of work-life balance achieved by employees, one of which can be done by ensuring that the work given does not interfere with the balance of employees' personal lives. For example, by giving employees time to do their personal activities even though there is a lot of work, in other words not working overtime excessively.
- c. Companies should conduct regular evaluations regarding the level of job satisfaction felt by employees while working in the company. If the results are less than satisfactory, the company can consider evaluating the company's promotion mechanisms that have been implemented and ensure that the mechanisms have been carried out fairly and transparently. This can be an effective solution in reducing employee turnover intention in the company, considering that the results of this study prove that job satisfaction is the variable that has the greatest influence on turnover intention.

REFERENCES

- 1) Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Aman-Ullah, A. (2023). The role of compensation in shaping employee's behaviour: a mediation study through job satisfaction during the Covid-19 pandemic. *Revista de Gestao*, 30(2), 221–236. <https://doi.org/10.1108/REGE-04-2021-0068>
- 2) Aman-Ullah, A., Ibrahim, H., Aziz, A., & Mehmood, W. (2022). Balancing is a necessity not leisure: a study on work–life balance witnessing healthcare sector of Pakistan. *Asia-Pacific Journal of Business Administration*, 16(1), 127–147. <https://doi.org/10.1108/APJBA-09-2020-0338>
- 3) Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JDR Approach. In *Annual Review of Organizational Psychology and Organizational Behavior* (Vol. 1, pp. 389–411). Annual Reviews Inc. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- 4) Delery, J. E., Gupta, N., Shaw, J. D., Jenkins, G. D., & Ganster, M. L. (2000). Unionization, Compensation, and Voice Effects on Quits and Retention. In *INDUSTRIAL RELATIONS* (Vol. 39, Issue 4).
- 5) Deniz, S. (2020). The Relationship Between Perception of Corporate Reputation and Turnover Intention: Results from Turkey. *Journal of Health Management*, 22(1), 103–113. <https://doi.org/10.1177/0972063420909200>
- 6) Gautam, P. K., Gautam, D. K., & Bhetuwal, R. (2024). Work-life balance, job satisfaction and turnover intentions among nurses. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-09-2023-4002>
- 7) Griffeth, R., & Gaertner, S. (2001). A Role for Equity Theory in the Turnover Process: An Empirical Test. *Journal of Applied Social Psychology*, 31(5), 1017–1037.
- 8) Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
- 9) Husniati, R., Supriadi, Y. N., & Ali, S. (2024). The Work Life Balance and Job Embeddedness on Turnover Intention: The Role of Organizational Commitment as Intervening. *Quality - Access to Success*, 25(198), 160–166. <https://doi.org/10.47750/QAS/25.198.17>
- 10) Lawler, E. E., University, I., Michigan, J., & Suttle, J. L. (1973). Expectancy Theory and Job Behavior. *Organizational Behavior and Human Performance*, 9(3), 482–503.
- 11) Lu, Y., Hu, X. M., Huang, X. L., Zhuang, X. D., Guo, P., Feng, L. F., Hu, W., Chen, L., Zou, H., & Hao, Y. T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: A cross-sectional study. *BMJ Open*, 7(5). <https://doi.org/10.1136/bmjopen-2016-014894>
- 12) Lyons, P., & Bandura, R. (2020). Employee turnover: features and perspectives. *Development and Learning in Organizations*, 34(1), 1–4. <https://doi.org/10.1108/DLO-02-2019-0048>
- 13) Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of Cleaner Production*, 208, 806–815. <https://doi.org/10.1016/j.jclepro.2018.10.091>
- 14) Maharani, A., & Tamara, D. (2024). The occupational stress and work-life balance on turnover intentions with job satisfaction as mediating. *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm>

Factors Affecting Turnover Intention (A Study on Generation Z Employees in Jakarta)

- 15) Memon, M. A., Sallaeh, R., Baharom, M. N. R., Md Nordin, S., & Ting, H. (2017). The relationship between training satisfaction, organisational citizenship behaviour, and turnover intention: A PLS-SEM approach. *Journal of Organizational Effectiveness*, 4(3), 267–290. <https://doi.org/10.1108/JOEPP-03-2017-0025>
- 16) Mobley, W. H. (1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62(2), 237–240.
- 17) Ning, L., Jia, H., Gao, S., Liu, M., Xu, J., Ge, S., Li, M., & Yu, X. (2023). The mediating role of job satisfaction and presenteeism on the relationship between job stress and turnover intention among primary health care workers. *International Journal for Equity in Health*, 22(1). <https://doi.org/10.1186/s12939-023-01971-x>
- 18) Pinandito, I. S., & Savira, A. W. (2022). Peran Empowering Leadership terhadap Intensi Turnover Karyawan Generasi Z di Indonesia. *Gadjah Mada Journal of Professional Psychology (GamaJPP)*, 8(2), 278. <https://doi.org/10.22146/gamajpp.76719>
- 19) Prasetyo, J. H., Triyadi, T., Karunia, R. L., Janiah, S., & Mazia, L. (2024). Ambidextrous Leadership: Mitigating Turnover Intentions in Millennial Workforce. *Journal of Leadership in Organizations*, 6(2). <https://doi.org/10.22146/jlo.95396>
- 20) Protsiuk, O. (2024). The mediation effect of supervisor support and total rewards on the relationship between flexible work arrangements and turnover intentions in Gen Z. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-04-2024-4418>
- 21) Rosser, V. J. (2004). FACULTY MEMBERS' INTENTIONS TO LEAVE: A National Study on Their Worklife and Satisfaction. *Research in Higher Education*, 45(3).
- 22) Sinaga, M., Saluy, A. B., Kemalasari, N., & Bari, A. (2022). The Impact of Compensation and Career Development on Turnover Intention with Job Satisfaction as Intervening Variable at PT Wijaya Machinery Perkasa. *Dinasti International Journal of Economics, Finance and Accounting*, 3(5). <https://doi.org/10.38035/dijefa.v3i5>
- 23) Sinambela, L. P. (2022). Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja. PT Bumi Aksara.
- 24) Tjandra, M. S., & Erdiansyah, R. (2024). Peran stres kerja dan komitmen organisasi terhadap turnover intention karyawan Gen Z di Jakarta dengan kepuasan kerja sebagai variabel mediasi. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 8(3), 592–606. <https://doi.org/10.24912/jmbk.v8i3.30220>
- 25) Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The Effect of Compensation and Career on Turnover Intention: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 8(1), 471–478. <https://doi.org/10.13106/jafeb.2021.vol8.no1.471>
- 26) Wahyudi, S., & Saryatmo, M. A. (2024). Faktor-faktor yang Memengaruhi Turnover Intention pada Karyawan Generasi Z yang Bekerja di Jakarta. *Jurnal Manajemen Bisnis Dan Kewirausahaan*.
- 27) Weiss, H. M. (2002). Deconstructing job satisfaction Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 173–194. [https://doi.org/http://dx.doi.org/10.1016/S1053-4822\(02\)00045-1](https://doi.org/http://dx.doi.org/10.1016/S1053-4822(02)00045-1)
- 28) Widodo, S. E. (2015). Manajemen pengembangan sumber daya manusia. Pustaka Belajar.
- 29) Wu, H., & Liu, Y. (2022). The relationship between organisational support for career development, organisational commitment, and turnover intentions among healthcare workers in township hospitals of Henan, China. *BMC Primary Care*, 23(1). <https://doi.org/10.1186/s12875-022-01753-4>
- 30) Yuliani, Y., & Ekhsan, M. (2024). Pengaruh Employee Engagement dan Work-life Balance yang dimediasi oleh Job Satisfaction terhadap Turnover Intention. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 8(1), 31–46. <https://doi.org/10.24912/jmieb.v8i1.28170>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.