

ABTRACT

The high turnover intention phenomenon among Generation Z employees has emerged as a serious challenge for organizations striving to maintain workforce retention and productivity. This generation places a strong emphasis on achieving work-life balance but is also particularly vulnerable to burnout due to intense work dynamics and pressures. In light of this background, the present study aims to analyze the influence of work-life balance on turnover intention through burnout among Generation Z employees.

This research is grounded in a conceptual framework connecting three core variables: work-life balance as the independent variable, turnover intention as the dependent variable, and burnout as a intermediate variable linking the two. The study is based on the premise that a healthy balance between work and personal life can reduce levels of burnout, which in turn may lower an employee's intention to leave the organization. This model is developed to contribute both theoretically and practically to the management of young employees in modern workplaces.

The research adopts a quantitative approach with a descriptive design. Data were collected via an online survey using a structured questionnaire distributed to 198 respondents from Generation Z who are currently employed across various industrial sectors in Indonesia. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS), supported by the SmartPLS 4.1 software. The analysis included assessments of the measurement model, structural model, and hypothesis testing.

The findings reveal that work-life balance does not have a direct and significant effect on turnover intention. However, work-life balance has a significant negative effect on burnout, while burnout has a significant positive effect on turnover intention. These results indicate that work-life balance can indirectly reduce turnover intention by lowering the levels of burnout experienced by employees.

In conclusion, this study underscores the critical role of management in identifying and addressing burnout as a key factor in minimizing turnover intention among Generation Z employees. Implementing strategies that support work-life balance remains essential as a preventive measure to mitigate burnout, thereby enabling organizations to enhance workforce retention in a sustainable manner.

Keywords: Work-Life Balance, Turnover Intention, Burnout, Generation Z