

ABSTRACT

Generation Z holds a strategic role in Indonesia's modern workforce, as they currently dominate the productive age group. However, their high mobility and tendency to frequently change jobs pose significant challenges for organizations. This phenomenon indicates that although Generation Z has great potential to support company productivity, they are also at a high risk of turnover intention. Several studies have shown that job stress and work-life balance are two main factors influencing young employees' decisions to stay or leave their jobs.

This study aims to analyze the influence of job stress and work-life balance on turnover intention among Generation Z employees in Indonesia. The focus of the study is to determine how much these two independent variables contribute to explaining the tendency to leave a job. These variables were analyzed using a causal and descriptive quantitative approach, examining the cause-and-effect relationships between them.

Data were collected through an online survey using a questionnaire distributed to Generation Z respondents currently working in Indonesia. The sample consisted of 240 respondents, determined using Hair et al.'s formula with a purposive sampling technique. The data were analyzed using descriptive analysis to explain each variable's condition and inferential analysis using Structural Equation Modeling–Partial Least Squares (SEM-PLS), with the assistance of SmartPLS version 4.0.

The results showed that job stress has a positive and significant effect on turnover intention, with a path coefficient of 0.197, a p-value of 0.004, and a t-statistic of 2.648. This means that the higher the job stress experienced, the greater the intention to leave the job. Conversely, work-life balance also has a positive and significant effect on turnover intention, with a path coefficient of -0.613, p-value of 0.000, and t-statistic of 7.070. This indicates that the poorer the work-life balance, the higher the turnover intention. The R^2 value of 0.613 shows that job stress and work-life balance together explain 61.3% of the turnover intention variable.

These findings provide important implications for organizations and human resource management, especially in designing stress management strategies and creating a work environment that supports work-life balance. By understanding the factors that influence turnover intention, organizations can reduce the resignation rate of young employees, improve retention, and build a more stable and productive work environment in the era of Generation Z workforce dominance.

Keywords: *Generation Z, job stress, work-life balance, turnover intention*