

Work-Life Balance, Organizational Support, And Job Burnout As Determinants of Turnover Intention In Generation Z

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Abstract.

This study aims to analyze the influence of work-life balance and organizational support on job burnout and its implications for turnover intention among Generation Z educational staff at Esa Unggul University. This study used a quantitative approach with a survey method of 115 Generation Z respondents. The research instrument was a structured questionnaire that had been tested for validity and reliability. The collected data were analyzed using Structural Equation Modeling (SEM-PLS) using SmartPLS 4 software, which allows for simultaneous testing of causal relationships between variables. The results showed that work-life balance had a significant negative effect on job burnout and turnover intention. This means that the higher the level of work-life balance perceived by employees, the lower the risk of burnout and intention to leave. Furthermore, organizational support has been shown to play a significant role in reducing job burnout levels and reducing the likelihood of resignation. Conversely, job burnout has a significant positive effect on turnover intention, indicating that the higher the level of job exhaustion experienced, the greater the likelihood that employees will plan to leave the organization. Theoretically, this study expands the literature on Generation Z dynamics in the workplace, emphasizing the role of work-life balance and organizational support in influencing turnover intention. Furthermore, the results corroborate previous research findings that confirm a strong relationship between burnout and turnover intention. Practically, this study provides strategic recommendations for university management to strengthen employee wellness policies, develop work flexibility, provide career development programs, and build a supportive organizational culture.

Keywords: Generation Z; job burnout; organizational support; turnover intention and work-life balance.

I. INTRODUCTION

In recent years, attention to the issues of work-life balance, organizational support, and job burnout has increased significantly in human resource management practices, particularly among the younger workforce[1]. Generation Z (individuals born between 1997 and 2012) has begun to assume a dominant role in the global labor market. Unlike previous generations, Gen Z has a distinctive outlook and values on the workplace, with a strong emphasis on balance between personal and professional life as a top priority[2]. Characteristics of this generation include a desire for flexibility, an appreciation for work-life balance, and an aspiration to find meaning in their work[3]. They enter the workforce with high expectations regarding the use of technology, career development opportunities, and a tangible contribution to the organization[4]. The desire for meaningful work and the opportunity to continuously learn and develop is crucial for them. However, when the reality of work does not match expectations, for example, in the form of monotonous work without learning opportunities, disappointment sets in[5]. These high expectations also make them more vulnerable to burnout if the organization fails to provide commensurate challenges or a clear career path[6]. Therefore, with the increasingly significant presence of Gen Z in the workforce, understanding their preferences and the obstacles they face is crucial. Research focused on Generation Z is important not only to keep up with trends but also because they will be the ones determining the direction of organizational work culture in the future[7]. The phenomenon of high turnover intention among Generation Z has become a serious issue in human resource management.

This generation is known to have high expectations regarding work-life balance and organizational support. If these expectations are not met, job burnout can potentially occur, directly impacting intention to leave the organization[8]. Previous research has shown that work-life balance plays a significant role in reducing burnout, while organizational support has been shown to strengthen employee engagement. Other studies emphasize that burnout is a key predictor of turnover intention, and work-life balance plays a

significant role in reducing turnover intention, especially among younger generations[9]. Despite numerous related studies, studies focusing on Generation Z in the Indonesian higher education sector are still limited. Therefore, this study aims to fill this gap by analyzing the influence of work-life balance and organizational support on job burnout and its implications for turnover intention among Generation Z educational staff at Esa Unggul University[10]. Esa Unggul University, in Jakarta Indonesia as one of the leading private higher education institutions in Indonesia, is also experiencing demographic changes in its workplace. The presence of Gen Z brings new challenges in human resource management, particularly related to employee retention, maintaining productivity, and ensuring optimal performance across projects. Based on internal data from Esa Unggul University in 2025, the composition of the educational workforce was dominated by Generation Z (43.89%), followed by Millennials (31.30%), Generation X (24.43%), and Baby Boomers (0.38%).

This Gen Z dominance indicates that UEU's future HR strategy will be heavily influenced by the characteristics and preferences of this generation[11]. In recent years, there has been a growing trend of requests for transfers and early resignations among Gen Z employees, reflecting the potential for burnout, work-life imbalance, and low perceptions of organizational support among some of them. The following graph illustrates this phenomenon[12]. The study aims to analyze in depth the relationship between work-life balance, organizational support, job burnout, and intention to leave the job among the Generation Z workforce. Given the dominance of Gen Z in the EU and its high turnover rate, the results of this study are expected to provide targeted policy recommendations to improve employee retention and productivity[13]. The results of this study are expected to serve as a basis for organizations in formulating effective strategies to improve employee retention and productivity through policies oriented towards human resource well-being[14]. By providing comprehensive empirical evidence regarding the relationship between these variables, this study also aims to provide data-based policy recommendations for decision-makers, particularly in the field of human resource management and development. Burnout prevention should be viewed not merely as a short-term operational effort, but as a form of strategic investment to support the well-being and sustainable performance of the young workforce. A proactive approach will play a crucial role in maintaining the loyalty and productivity of Generation Z talent in higher education environments[15]. The findings of this study are expected to provide practical contributions in the formulation of organizational policies that support improving the welfare and productivity of the younger generation in the world of work[5].

This phenomenon reflects the fact that issues related to work-life balance, burnout, and the tendency to leave jobs are no longer limited to the industrial sector or large-scale private companies but are also beginning to be identified in the context of higher education, particularly in private universities. High turnover among dominant groups such as Gen Z can threaten the operational sustainability and quality of university services, necessitating evidence-based policy responses. In this regard, Esa Unggul University needs a deep understanding of the determinants of well-being and loyalty among young educators to formulate effective and sustainable organizational policies and interventions. Although the institution provides various work facilities and career development programs, the retention rate of young employees, particularly those from Generation Z, remains a significant challenge. Therefore, Esa Unggul University is seen as a strategic research context for comprehensively investigating the relationship between work-life balance, organizational support, job burnout, and turnover intention in the young workforce. Work-life balance is a crucial determinant of employee well-being and productivity. Disharmony in these aspects often triggers burnout, a state of emotional and physical exhaustion caused by prolonged work pressure. Generation Z, as a relatively new workforce, prefers flexibility in work schedules; various studies show that excessive workloads tend to lead to burnout more quickly in this generation. Generation Z is also known to be more open about expressing mental health needs, making them more vulnerable to the negative impacts of work-life imbalance, which can ultimately influence turnover intention[16].

II. METHODS

This research will use survey methods and quantitative data analysis to understand the relationships between these variables. The research respondents are Generation Z employees working at Esa Unggul

University, a private higher education institution with complex work dynamics and a relatively high level of young employee mobility. This research will involve 115 employees at Esa Unggul University who fall within the Generation Z category. Data type and source research uses primary data, namely research that collects data directly from the original source to answer specific research questions. Primary data is obtained through data collection methods such as surveys, interviews, observations, or experiments, designed to gather information not readily available from other sources[17].

Researchers using primary data have full control over the data collection process, including the design of the measurement instruments and the selection of respondents, ensuring that the data obtained is more relevant and accurate for the research purposes[18]. Therefore, the research results are expected to provide a concrete picture of the challenges and dynamics of work well-being within the educational institution environment. In research on work-life balance, organizational support, job burnout, and turnover intention among Generation Z workers, the use of primary data is crucial[19]. This data allows researchers to directly measure respondents' perceptions and experiences related to these variables, thus generating in-depth empirical insights. Questionnaire surveys, for example, can be used to collect data on burnout levels, perceived levels of organizational support, and employee turnover intentions. Data collection is conducted through an online questionnaire with a Likert scale of 1–5. Data analysis uses SEM-PLS via SmartPLS 4[20].

III. RESULT AND DISCUSSION

The data analysis results show that the majority of respondents were female, amounting to 50 people (60%), while 34 were male (40%). In terms of age, the majority of respondents were in the 21–25 age group (57%), followed by the 26–30 age group (43%). Based on length of service, it is known that the majority of respondents had a service period of 1 year (33%), followed by respondents with a service period of more than 2 years (27%), for 2 years (23%), and less than 1 year (17%).

Demographic	Amount	Percentage
Gender		
Man	34	40%
Women	50	60%
Total	84	100%
Age		
21-25 tahun	48	57%
26-30 tahun	36	43%
Total	84	100%
Length of Working		
Less than 1 year	14	17%
1 year	28	33%
2 years	19	23%
More than 2 year	23	27%
Total	84	100%

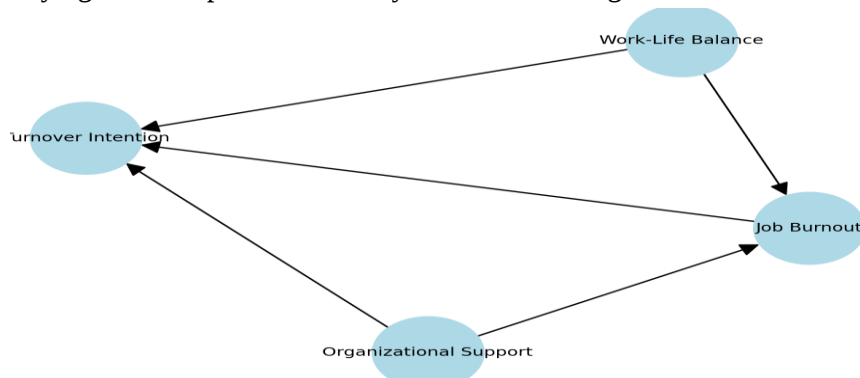
Fig 1. Respondent Demographic Data

Hypothesis testing in this study was conducted using Structural Equation Modeling (SEM) with the aid of SmartPLS 4 software. Before examining the relationships between variables, construct validity and reliability testing were conducted to ensure that the indicators used accurately measure the intended constructs. This process involved calculating factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. After the instrument was declared valid and reliable, the analysis continued with testing the structural model in accordance with the proposed hypotheses. The inner model, often referred to as the structural model in SEM-PLS, is a part of the model that explains the causal relationships between latent variables (constructs) in a study. The main purpose of this model is to predict and test the direct, indirect, and total effects between interrelated constructs. Evaluation of the inner model is generally performed by examining the coefficient of determination (R^2). The R^2 value indicates the extent to which exogenous variables are able to explain the variance in endogenous variables; the closer it is to one, the higher its predictive power.

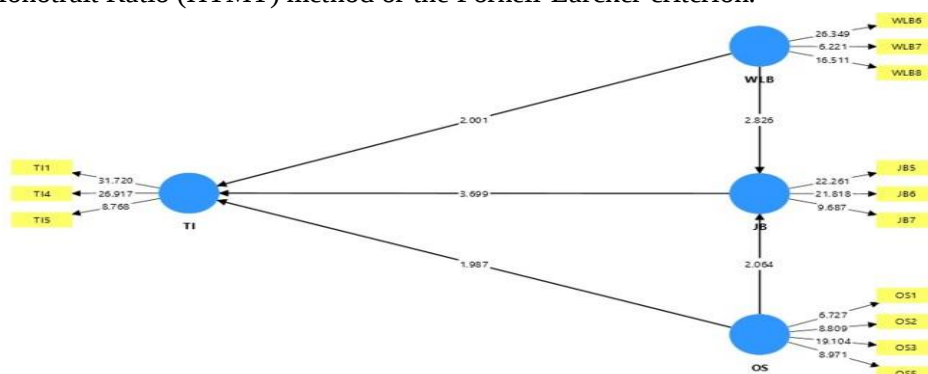
	R-square	R-square adjusted
JB	0.135	0.113
TI	0.310	0.284

Fig 2. R-Square

The Job Burnout (JB) construct has an R-square value of 0.135, with an adjusted R-square value of 0.113. This indicates that 13.5% of the variability in the Job Burnout construct can be explained by the independent variables involved in the model. Meanwhile, the adjusted R-square value of 11.3% corrects for possible bias due to the number of predictors and sample size. Although this value is considered low, it is still acceptable in the context of complex social research, especially when considering the influence of other external factors that may not have been included in the model. Meanwhile, the Turnover Intention (TI) construct shows an R-square value of 0.310, with an adjusted R-square value of 0.284. This means that 31.0% of the variation in the intention to leave the job can be explained by the constructs that are its predictors (such as Job Burnout, Organizational Support, or Work-Life Balance if included in the model). This value indicates moderate predictive ability, in accordance with the criteria, where an R-square value of 0.19 is considered weak, 0.33 moderate, and 0.67 strong. Thus, it can be concluded that the structural model in this study has varying levels of predictive ability for the two endogenous constructs.

**Fig 3. Model Modification**

This testing used the bootstrapping method in SmartPLS 4 to obtain t-statistics and p-values, which serve as the basis for determining the significance of relationships between variables. This approach enabled the study to comprehensively test the direct, indirect, and moderating effects within the model, providing a clear picture of the relationship mechanisms between variables in the context of this study. An outer model evaluation was conducted to test the reliability and validity of the indicators. Reliability was assessed using Cronbach's Alpha and Composite Reliability, which demonstrate the internal consistency of the indicators in measuring the construct, with a minimum expected value of 0.7. Convergent validity is assessed from the factor loading and AVE values, where the ideal loading is above 0.7 and the minimum AVE is 0.5 (Hair et al., 2019), indicating that the construct is able to explain more than 50% of the variance of its indicators. Furthermore, discriminant validity is also tested to ensure each construct is empirically distinct, usually using the Heterotrait-Monotrait Ratio (HTMT) method or the Fornell-Larcker criterion.

**Fig 4. Path Coefficients Diagram SEM-PLS**

The results of this study indicate that Work-Life Balance (WLB) has a significant negative effect on Turnover Intention (TI) among Generation Z at Esa Unggul University. This means that the more balanced a person's work-life balance is, the lower their likelihood of intending to leave their job[21]. This finding is consistent with previous theory and research stating that a good work-life balance increases employee satisfaction and commitment, thereby reducing the intention to leave the organization[22]. Conversely, poor work-life balance is known to trigger stress and role conflict, which leads to increased turnover intentions. Thus, these results align with the view that positive WLB practices play a significant role in suppressing turnover intention among young employees. In the Work-Life Balance variable, the WLB6 statement is the most dominant with a value of 26.349. For the Organizational Support variable, it is located in the OS3 statement with a value of 19.104. Next, the Job Burnout variable is in the JB5 statement with a value of 22.261. Finally, the Turnover Intention variable is in the TI1 statement with a value of 31.720. Meanwhile, to find out the dominant variable in this study, namely by looking at the t-statistic value (the value on the line connecting the variables), the highest t-statistic value is in Job Burnout, which is 3.699.

Furthermore, strong organizational support from the university is associated with decreased turnover intentions among Gen Z employees[23]. In other words, when employees feel valued and supported by the organization, they tend to be more loyal and less likely to resign. Furthermore, Gen Z employees who experience higher levels of burnout tend to have a greater desire to leave their jobs[5]. This suggests that excessive work burnout leads to increased turnover intentions because employees feel bored or stressed in their jobs[24]. The results also show that the better the work-life balance employees have, the lower their burnout levels. With high WLB, employees can manage work stress more effectively, thereby reducing the risk of fatigue or burnout at work[22]. Finally, adequate organizational support has been shown to reduce employee burnout levels. Employees who perceive support and fairness in the workplace are generally more resilient to work pressure and less prone to emotional exhaustion[25]. Overall, the five findings above confirm that increasing WLB and OS plays a significant role in reducing burnout levels among Generation Z employees, which ultimately leads to lower turnover intention[26]. In other words, a good work-life balance and strong organizational support can be effective strategies for increasing retention of Gen Z employees at Esa Unggul University[27].

The results of the study showed that organizational support (OS) had a significant negative effect on job burnout in Generation Z. This means that the higher the support employees perceived from the organization, the lower their burnout levels[28]. This finding is consistent with previous studies showing that perceived organizational support is negatively correlated with burnout. In the context of new nurses confirmed that OS had a significant negative predictive effect on burnout[29]. Similarly, [14] study showed that organizational support can mitigate the negative impact of work-life imbalance on burnout. Theoretically, this is in line with the concept that organizational support fulfills employees' job resources (e.g., a sense of appreciation and security), thereby reducing the risk of burnout. Thus, this finding reinforces previous findings that suggest a supportive work environment plays a crucial role in preventing or reducing burnout in young employees, which in turn can positively impact their retention in the organization[30].

IV. CONCLUSION

This study proves that Work-Life Balance (WLB), Organizational Support (OS), and Job Burnout (JB) play a significant role in Turnover Intention (TI) among Generation Z employees at Esa Unggul University. The results showed that the higher the work-life balance perceived by employees, the lower their level of intention to leave their jobs. This finding suggests that WLB helps reduce employee intentions to leave the organization. Furthermore, strong organizational support from the university is associated with decreased turnover intentions among Gen Z employees. In other words, when employees feel valued and supported by the organization, they tend to be more loyal and less likely to resign. Furthermore, Gen Z employees who experience higher levels of burnout tend to have a greater desire to leave their jobs. This suggests that excessive work burnout leads to increased turnover intentions because employees feel bored or stressed in their jobs. The results also show that the better the work-life balance employees have, the lower their burnout levels.

With high WLB, employees can manage work stress more effectively, thereby reducing the risk of fatigue or burnout at work. Finally, adequate organizational support has been shown to reduce employee burnout levels. Employees who perceive support and fairness in the workplace are generally more resilient to work pressure and less prone to emotional exhaustion. Overall, the five findings above confirm that increasing WLB and OS plays a significant role in reducing burnout levels among Generation Z employees, which ultimately leads to lower turnover intention. In other words, a good work-life balance and strong organizational support can be effective strategies for increasing retention of Gen Z employees at Esa Unggul University. Future research using more complex models (e.g., mediation or moderation models) will provide a more comprehensive understanding of the mechanisms by which WLB and OS influence Turnover Intention. It is recommended that future research uses a longitudinal or mixed-methods design. A longitudinal approach can monitor changes in WLB, burnout, and TI over time, thereby strengthening causal inferences. A qualitative approach can also be considered to delve deeper into Generation Z's subjective reasons and experiences regarding work-life balance, organizational support, and their decisions to stay or leave their jobs. This step will enrich the perspective of the quantitative SEM-PLS results that have been conducted.

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