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## Mitigating Turnover Intention Among Generation Z Employees: Work-Life Balance, Career Development, and the Mediating Role of Work Engagement

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### Keywords:

work-life balance; career development; work engagement; turnover intention; Generation Z.

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### Abstract

Generation Z employees are more likely than previous generations to change jobs frequently and within shorter time frames, partly because they place greater emphasis on meaningful work and mental health. This explanatory quantitative study investigates the effects of work-life balance and career development on turnover intention among Generation Z employees in Greater Bandung, with work engagement examined as a mediating variable. Using purposive sampling, the study involved 139 respondents. Data were collected through an online questionnaire and analyzed with SmartPLS 3 by evaluating the measurement model, structural model, and bootstrapping results. The findings show that work-life balance and work engagement have significant negative effects on turnover intention, whereas career development has no significant direct effect on turnover intention. Work-life balance and career development also exert significant positive effects on work engagement. Furthermore, work engagement mediates the effects of both work-life balance and career development on turnover intention. These findings indicate that organizations can reduce turnover intention by strengthening work-life balance, career development, and work engagement.

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### INTRODUCTION

Human resource management plays a central role in strengthening organizational readiness at the individual, team, and organizational levels. Accordingly, optimizing human resources is essential for organizational survival, adaptation, and sustainable growth. Employee commitment is also critical to organizational sustainability. Ineffective human resource management may prevent organizations from achieving their objectives, maintaining continuity, and improving performance. Organizations, therefore, need to identify the factors that strengthen employees' intention to remain with them. Employees' decisions to leave may lead to several consequences, including higher recruitment and training costs, unfilled positions, and lower productivity (Suta and Ardana, 2019). Understanding the factors that shape employee commitment and intention to stay is therefore essential for mitigating the adverse effects of high turnover (Febriyanthy and Sary, 2024). High turnover represents a serious threat to organizational sustainability. Employees with strong intentions to leave generally demonstrate weaker commitment, lower work focus, reduced motivation to achieve organizational goals, and a greater likelihood of leaving when alternative opportunities arise (Wahyudi et al., 2022). This issue is particularly relevant among Generation Z employees.

Generation Z employees are more likely than previous generations to change jobs within relatively short periods (Zahari and Puteh, 2023). They also tend to be more sensitive to demotivation than members of Generations X and Y (Mahmoud et al., 2021). Deloitte reports that approximately 31% of Generation Z employees plan to change jobs within the next two years. Such mobility does not necessarily indicate a lack of loyalty; rather, Generation Z often regards job mobility as a strategy for improving skills, achieving better work-life balance, pursuing a stronger sense of purpose, and gaining opportunities to learn and master new competencies (Deloitte, 2025). This phenomenon is also shaped by Generation Z's developmental stage, as many individuals in this cohort are still exploring their professional preferences and goals. Work is perceived not only as a source of income but also as part of identity formation. Consequently, a mismatch between personal values and organizational culture often becomes an important factor in their decision to leave a role or position (Putri and Amalia, 2025).

The Ministry of Manpower's 2025-2029 Labor Plan presents national labor force projections by age group and indicates that, by 2029, the workforce will be dominated by individuals aged 30 to 44. These projections suggest that Generation Z will become one of the dominant groups in Indonesia's national workforce. In Indonesia, Generation Z is particularly concerned with social and economic inequality, mental health, and social justice. As this cohort increasingly enters the labor market, it is beginning to constitute a substantial share of the national workforce. Moreover, Generation Z tends to prioritize work-life balance and mental health; therefore, members of this cohort value organizations that are attentive and responsive to these concerns (Espinosa, 2025).

The Greater Bandung area, also known as the Bandung Metropolitan Area, comprises Bandung Regency, West Bandung Regency, part of Sumedang Regency, Bandung City, and Cimahi City. In 2024, Greater Bandung had approximately 1.67 million residents aged 20 to 29, a demographic group classified as Generation Z (West Java Population and Civil Registration Agency, 2024). Greater Bandung is considered a key driver of economic growth in West Java through the trade, services, tourism, and accommodation sectors (Margajaya, 2025; Sutrisno, 2025). Jobs in these sectors generally involve relatively high labor mobility. This phenomenon is further supported by previous studies indicating turnover intention among Generation Z employees across various industries in the Greater Bandung area (Daniel and Sanjaya, 2024; Fathan and Sary, 2025; Ramadhani and Sudiana, 2025).

Sjahrudin et al. (2025) report that work-life balance and work engagement each have a significant positive effect on turnover intention. They also find that work engagement mediates the effect of work-life balance on turnover intention. This finding contrasts with Amelia and Nugroho (2024), who report that work-life balance has a significant negative effect on turnover intention through work engagement. Employees who experience good work-life balance tend to have higher job satisfaction, lower stress, and stronger work engagement. Work engagement can strengthen employees' attachment to their jobs and organizations by increasing their emotional and cognitive involvement. As a result, employees may have lower intentions to change jobs.

Meiliawati et al. (2022) and Putra et al. (2020) report that career development has a significant negative effect on employee turnover. Effective career development reduces employee turnover, whereas obstacles to career development may increase it. Zahari et al.

(2020) state that career development has a significant negative effect on turnover intention, with work engagement mediating this relationship. In other words, effective career development enhances employee engagement and thereby reduces turnover intention. However, Putri et al. (2024) report different results, showing that career development has a non-significant negative effect on employee turnover intention. Other factors, such as job satisfaction, organizational commitment, job stability, and personal conditions, including family stability, financial security, and job security, may have a stronger influence on employees' decisions to remain in their jobs than career development does.

The inconsistency of previous findings provides an opportunity for further research. Accordingly, this study addresses the research gap by positioning work engagement as a mediating variable. This approach enables an examination of how work-life balance and career development affect turnover intention through work engagement. The novelty of this study lies in framing work engagement as a mediator in the relationships between work-life balance and turnover intention and between career development and turnover intention among Generation Z employees. This study is expected to contribute to human resource management literature, particularly in relation to work-life balance, career development, work engagement, and turnover intention. It is also expected to offer practical insights for companies in the Greater Bandung area seeking to reduce turnover intention among Generation Z employees. Therefore, this study aims to examine the mediating role of work engagement in the relationships of work-life balance and career development with turnover intention among Generation Z employees in the Greater Bandung area.

### **Work-Life Balance**

According to Kirchmeyer (2000), work-life balance refers to the attainment of meaningful life experiences across multiple life domains through the proportional allocation of resources, including energy, time, and commitment. Although work-life balance is often discussed alongside work-family balance, it has a broader scope because it encompasses not only family roles but also social, community, religious, and recreational activities (Khateeb, 2021).

Khateeb (2021) states that achieving work-life balance has become increasingly challenging because employees must balance work demands with other areas of life. This challenge is experienced not only by individuals but also by organizations and human resource departments. Consequently, various organizational policies and strategies have been formulated to minimize conflicts between work and personal life. Work-life balance can be supported through several practices, including flexible working hours, flexible workplaces, job sharing, and leave policies.

Nurhabiba (2020) explains that work-life balance programs provide several important benefits for companies, including: (1) reducing absenteeism and tardiness; (2) increasing productivity; (3) strengthening employee commitment and loyalty; (4) increasing customer retention; and (5) reducing employee turnover. For employees, the benefits of work-life balance programs include: (1) increased job satisfaction; (2) increased job security; (3) greater control over the work environment and personal life; (4) reduced work stress; and (5) improved physical and mental health.

## **Career Development**

Career development refers to the efforts made by employees and organizations to improve performance, abilities, and skills in carrying out an organization's main tasks and functions in both profit- and nonprofit-oriented work settings (Busro, 2018). Career development is also viewed as a long-term educational process undertaken by leaders through systematic procedures to update conceptual and theoretical knowledge and achieve specific goals (Yasmin et al., 2024).

Career development plays an important role in overall organizational performance. Professional development opportunities help maintain and improve job satisfaction, support employee retention, and address organizational challenges such as high employee turnover. Career development opportunities encompass various aspects, including emotional intelligence, communication skills, self-assessment, career value orientation, and motivation to succeed. Organizations are increasingly implementing career development programs to encourage employee growth, increase productivity, and strengthen job satisfaction and commitment (Suprayitno, 2024).

According to Putri et al. (2024), career development is shaped by two main activities: career planning and career management. Career planning refers to a structured process for identifying opportunities, obstacles, choices, and consequences; determining career-related goals; and designing relevant work, education, and development experiences to provide direction, timing, and strategic steps for career achievement. Career management is a continuous process that involves preparing, implementing, and monitoring career plans, either independently or in alignment with the organization's career system. Career management activities support the development and implementation of career plans by focusing on actions that increase the likelihood of meeting projected organizational human resource needs. The benefits of career development include improving knowledge and skills, fostering motivation and work engagement, and preparing employees for changes in the industry.

## **Work Engagement**

The concept of work engagement was first introduced by Kahn (1990) and emphasizes the physical, emotional, and cognitive energy that individuals invest in their work. Over time, the concept has evolved from an individual psychological condition into an organizational construct that influences motivation, performance, and overall well-being.

Experts have defined work engagement in various ways. Memon et al. (2020) describe work engagement as a positive, fulfilling, work-related mental state characterized by vigor, dedication, and absorption. Pattnaik and Panda (2020) emphasize its emotional dimension, explaining that work engagement reflects the emotional closeness that emerges when individuals work within an organization. Sandhya and Sulphrey (2020) add that work engagement reflects a desire to work enthusiastically and responsibly. Furthermore, Maudul and Nilasari (2022) assert that work engagement is a positive attitude toward work, demonstrated through high energy, enthusiasm, inspiration, and strong attachment, whereby work becomes an integral part of the individual.

According to Schaufeli et al. (2013), work engagement is determined by job resources and personal resources. Job resources include the physical, social, and organizational aspects of work that reduce job demands related to energy depletion and psychological strain, thereby contributing positively to work success. Job resources also influence intrinsic motivation by

encouraging growth, learning, and employee development, as well as extrinsic motivation by serving as instruments for achieving work goals. Thus, job resources increase work engagement and enable employees to complete tasks in accordance with job demands. Personal resources are positive self-evaluations related to resilience and an individual's ability to regulate the self and influence the surrounding environment. These positive self-evaluations predict goal attainment, increased motivation, performance, and work and life satisfaction. The more personal resources individuals possess, the greater their self-confidence and the more likely they are to set and pursue goals.

### **Turnover Intention**

Turnover intention is a major concern in modern management because organizations invest substantially in employee recruitment, training, development, and retention. Mobley (1977) describes turnover intention as an employee's intention or tendency to resign voluntarily from an organization. Similarly, Mulang (2022) defines turnover intention as an individual's tendency or desire to leave a current job in search of a new one. This concept is regarded as an early indicator of the potential for employees to leave an organization.

Turnover intention is often considered a direct predictor of actual turnover, that is, employees' actual behavior of leaving their jobs. In general, turnover is divided into two types: voluntary turnover, which occurs based on an individual's decision, and involuntary turnover, which is caused by organizational factors or conditions that require employees to leave their jobs (Huml et al., 2025).

The desire to leave an organization is a psychological process that precedes quitting and is characterized by consideration of alternative employment. This intention generally arises when working conditions are no longer satisfactory or aligned with individual expectations, thereby prompting employees to search for more suitable job opportunities. As a precursor to behavior, turnover intention is an important indicator that helps organizations predict the potential loss of high-quality human resources (Putri and Amalia, 2025).

Putri and Amalia (2025) state that turnover intention can be driven by several factors, including career development, work-life balance, burnout, workload, compensation, overtime, and organizational commitment. Setiawan and Wakhyuni (2025) further show that job satisfaction and organizational culture influence Generation Z employees' turnover intention, particularly because Generation Z tends to prefer supportive and collaborative work environments that recognize their contributions. Meaningful work is another significant factor, as this generation has a strong orientation toward personal values and life goals. Therefore, work loyalty tends to increase when a job contributes positively to personal development and the social environment.

### **Work-Life Balance and Turnover Intention**

Work-life balance negatively affects employees' turnover intention (Ramadhani and Sudiana, 2025; Maudul and Nilasari, 2022; Setiawan and Wakhyuni, 2025). This means that the more optimal employees' perceived work-life balance is, the lower their tendency to leave their jobs (Ramadhani and Sudiana, 2025). Engaged employees express their authentic selves through physical involvement, cognitive awareness, and emotional connection. Conversely, many employees have limited opportunities to choose their ideal jobs and must accept work as a necessity. Without autonomy in choosing their jobs, employees may feel less motivated and

less committed to their work. If this situation continues without strategic measures to address work-life balance issues, employees' desire to leave may increase and lead to turnover (Maudul and Nilasari, 2022). Thus, work-life balance is a dominant factor influencing turnover intention. These findings indicate that Generation Z places strong emphasis on balancing personal life and work and prioritizes work flexibility (Setiawan and Wakhyuni, 2025).

H1: Work-life balance has a significant negative effect on turnover intention among Generation Z employees in the Greater Bandung area.

### **Career Development and Turnover Intention**

Career development negatively affects employees' turnover intention (Meiliawati et al., 2022; Nugraheni et al., 2022). Febrianty and Sary (2025) indicate that career development positively affects the intention to stay among Generation Z employees. This suggests that better career development implementation is associated with lower employee turnover. Conversely, when career development is limited or difficult to access, employees' tendency to leave the organization may increase.

H2: Career development has a significant negative effect on turnover intention among Generation Z employees in the Greater Bandung area.

### **Work-Life Balance and Work Engagement**

Work-life balance positively affects employee engagement. The better employees' work-life balance is, the higher their level of work engagement tends to be. In general, when work demands and personal needs are balanced, employees are more likely to be engaged and enthusiastic in performing their tasks. This indicates that optimal work-life balance can enhance work engagement (Maudul and Nilasari, 2022; Sjahrudin et al., 2025; Amelia and Nugroho, 2024).

H3: Work-life balance has a significant positive effect on work engagement among Generation Z employees in Greater Bandung.

### **Career Development and Work Engagement**

Career development positively affects employees' work engagement (Meiliawati et al., 2022; Bawono and Lo, 2020). This indicates that the higher the level of career development perceived by employees, the stronger their work engagement.

H4: Career development has a significant positive effect on work engagement among Generation Z employees in the Greater Bandung area.

### **Work Engagement and Turnover Intention**

Work engagement negatively affects employees' turnover intention (Bawono and Lo, 2020; Meiliawati et al., 2022; Amelia and Nugroho, 2024). High work engagement benefits employees and contributes to organizational success and well-being while reducing turnover intention. The higher employees' work engagement is, the lower their intention to leave or change jobs. When expectations are not met, turnover intention may increase.

H5: Work engagement has a significant negative effect on turnover intention among Generation Z employees in Greater Bandung.

### **The Mediating Role of Work Engagement**

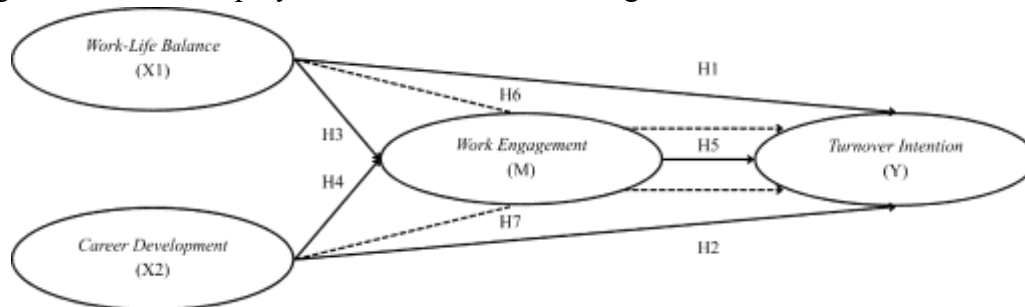
Work engagement mediates the relationship between work-life balance and turnover intention (Maudul and Nilasari, 2022; Sjahrudin et al., 2025). Better work-life balance can more effectively reduce turnover intention by increasing work engagement. This effect occurs because employees can achieve a balance in their engagement and participation across various

job demands. Full engagement at work enables employees to manage their time between work and personal life more effectively. In addition, work engagement positively affects personal life and enhances employees' ability to manage assigned responsibilities. These conditions ultimately reduce employees' likelihood of leaving their jobs.

H6: Work engagement mediates the effect of work-life balance on turnover intention among Generation Z employees in the Greater Bandung area.

Furthermore, work engagement mediates the relationship between career development and employees' turnover intention (Bawono and Lo, 2020; Meiliawati et al., 2022). The better the career development facilitated by the company, the higher the level of work engagement, which can ultimately reduce employee turnover. Conversely, when career development is limited or difficult to access, work engagement may decline and employees' tendency to leave may increase.

H7: Work engagement mediates the effect of career development on turnover intention among Generation Z employees in the Greater Bandung area.



**Figure 1. Conceptual Model**

Source: Author (2026)

## METHOD

This study employed an explanatory research design to examine the effects among variables using numerical data. A quantitative approach was applied. Quantitative research enables researchers to test objective theories by analyzing relationships between variables or comparing groups (Creswell and Creswell, 2023). Because the population size of Generation Z employees in Greater Bandung was unknown, Cochran's formula (Sugiyono, 2022) was used to determine the required sample size.

This study used non-probability sampling, specifically purposive sampling. Respondents were selected based on the following criteria: (1) currently working in a company or organization; (2) aged between 20 and 31 years; and (3) residing in the Greater Bandung area. The calculation using Cochran's formula produced a value of 96.04; therefore, the minimum required sample size was rounded to 97 Generation Z employees in the Greater Bandung area. After the online questionnaire was distributed, 145 respondents completed it. Several responses were incomplete or invalid; consequently, after data screening, 139 valid responses were retained for data analysis.

SmartPLS version 3 was used to perform partial least squares structural equation modeling (PLS-SEM), enabling the researchers to analyze causal relationships among variables. This approach enables the estimation of the effects of independent variables on dependent and intervening variables (Iba and Wardhana, 2024). The SEM-PLS data analysis

was conducted in three stages: measurement model assessment (outer model), structural model assessment (inner model), and hypothesis testing (bootstrapping).

**Table 1. Operational Definition of Variables**

<b>Variable</b>	<b>Indicator</b>	<b>Item</b>
<b>Work-Life Balance</b>	Work Interference with Personal Life	7
	Personal Life Interference with Work	4
	Work Personal Life Enhancement	4
<b>Career Development</b>	Perception of the value of career development	9
	Perception of Availability of Career Development Opportunities	9
<b>Work Engagement</b>	Vigor	3
	Dedication	3
	Absorption	3
<b>Turnover Intention</b>	Thinking of Quitting	2
	Intention to Search	2
	Intention to Quit	2

Source: Processed data (2026)

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

The respondents' characteristics were grouped into six categories: age, gender, employment status, length of service, region of origin, and highest level of education. The results of the descriptive statistical analysis are presented in Table 2.

### **Validity and Reliability Testing**

Validity and reliability tests were conducted using SmartPLS 3.0 to ensure that the indicators were consistent with their respective constructs and that the measurement results were reliable. All variables met the criteria for convergent validity and construct reliability. The Average Variance Extracted (AVE) values were 0.680 for work-life balance, 0.502 for career development, 0.691 for work engagement, and 0.595 for turnover intention, all exceeding the minimum threshold of 0.50. The Cronbach's Alpha values were also above 0.70 for all four variables, namely 0.764, 0.923, 0.944, and 0.831, respectively. Composite Reliability values were likewise satisfactory, exceeding 0.70 for all variables: 0.864 for work-life balance, 0.934 for career development, 0.952 for work engagement, and 0.879 for turnover intention. These results indicate that all constructs were valid and reliable and were therefore suitable for further analysis. The research model also satisfied the Fornell-Larcker and HTMT criteria. The square root of each variable's AVE exceeded its inter-construct correlations, and all HTMT values were below 0.90, indicating adequate discriminant validity. The R<sup>2</sup> value was 0.292 for turnover intention and 0.612 for work engagement. The effect of work-life balance on work engagement was 0.478, indicating a strong effect. The effect of work-life balance on turnover intention was 0.037, indicating a weak effect. The effect of career development on work engagement was 0.245, indicating a moderate effect, whereas its effect on turnover intention was 0.004, indicating a weak effect. The effect of work engagement on turnover intention was 0.048, also indicating a weak effect. The GoF value was 0.528, indicating a high level of model fit. The SRMR value was 0.089, below the threshold of 0.10, indicating acceptable model fit.

**Table 2. Respondents' Descriptive Statistics**

	Information	Frequency	Percentage
Age	20 – 23	79	56.8%
	24 – 27	39	28.1%
	28 – 31	21	15.1%
Gender	Male	59	42.4%
	Female	80	57.6%
Employment Status	Permanent Employees	67	48.2%
	Non-permanent Employees	72	51.8%
Length of Service	<1 year	56	40.3%
	1 – 2 years	39	28.1%
	3–5 years	30	21.6%
	>5 years	14	10.1%
Region of Origin	Bandung District	54	38.8%
	West Bandung District	10	7.2%
	Sumedang District	5	3.6%
	Bandung City	65	46.8%
	Cimahi City	5	3.6%
Level of Education	Junior High School	1	0.7%
	Senior High School	51	36.7%
	Diploma	18	12.9%
	Associate's Degree	2	1.4%
	Bachelor's degree	64	46%
	Master's degree	3	2.2%

Source: Primary data processed, 2026

**Table 3. Hypothesis Testing Results**

Hypothesis	Variable	Original sample	t-statistic ( O/STDEV )	p-values	Results
H1	Work-Life Balance → Turnover Intention	-0.237	2.343	0.019	Accepted
H2	Career Development → Turnover Intention	-0.068	0.717	0.474	Rejected
H3	Work-Life Balance → Work Engagement	0.518	6.787	0.000	Accepted
H4	Career Development → Work Engagement	0.368	4.392	0.000	Accepted
H5	Work Engagement → Turnover Intention	-0.295	2.422	0.015	Accepted
H6	Work-Life Balance → Work Engagement → Turnover Intention	-0.153	2.191	0.029	Accepted
H7	Career Development → Work Engagement → Turnover Intention	-0.108	2.185	0.029	Accepted

Source: Primary data processed, 2026

### Hypothesis Testing Results

This study used path coefficients, t-statistics, and p-values to determine the significance of the test results. Seven hypotheses were tested, comprising direct and indirect effects. The test of H1 showed a path coefficient of -0.237, a t-statistic of 2.343, and a p-value of 0.019. These results indicate that work-life balance has a significant negative effect on Generation Z employees' turnover intention in the Greater Bandung area; therefore, H1 is supported. The test

of H2 showed a path coefficient of -0.068, a t-statistic of 0.717, and a p-value of 0.474. These results indicate that career development does not significantly affect turnover intention among Generation Z employees in the Greater Bandung area; therefore, H2 is not supported. The test of H3 showed a path coefficient of 0.518, a t-statistic of 6.787, and a p-value of 0.000. These results indicate that work-life balance has a significant positive effect on work engagement among Generation Z employees in the Greater Bandung area; therefore, H3 is supported. The test of H4 showed a path coefficient of 0.368, a t-statistic of 4.392, and a p-value of 0.000. These results indicate that career development has a significant positive effect on work engagement among Generation Z employees in the Greater Bandung area; therefore, H4 is supported. The test of H5 showed a path coefficient of -0.295, a t-statistic of 2.422, and a p-value of 0.015. These results indicate that work engagement has a significant negative effect on Generation Z employees' turnover intention in Greater Bandung; therefore, H5 is supported.

The test of H6 showed a path coefficient of -0.153, a t-statistic of 2.191, and a p-value of 0.029. These results indicate that work-life balance has a significant negative effect on turnover intention among Generation Z employees in the Greater Bandung area through work engagement. The Upsilon ( $\nu$ ) value was 0.02, indicating that work engagement has a low-to-moderate mediating effect. Therefore, H6 is supported. The test of H7 showed a path coefficient of -0.108, a t-statistic of 2.185, and a p-value of 0.029. These results indicate that career development has a significant negative effect on turnover intention among Generation Z employees in the Greater Bandung area through work engagement. The Upsilon ( $\nu$ ) value was 0.01, indicating that work engagement has a low mediating effect. Therefore, H7 is supported.

### **Work-Life Balance and Turnover Intention**

The data analysis shows that work-life balance has a significant negative effect on Generation Z employees' turnover intention in the Greater Bandung area. This indicates that better work-life balance is associated with a lower intention to quit or change jobs. When work-life balance is in the 'good' category, Generation Z employees in Greater Bandung report higher job satisfaction, which reduces their intention to quit. These results align with the findings of Ramadhani and Sudiana (2025), Putri et al. (2024), Purwatiningsih and Sawitri (2021), Maudul and Nilasari (2022), and Setiawan and Wakhyuni (2025), who state that work-life balance has a significant negative effect on employee turnover intention.

### **Career Development and Turnover Intention**

The data analysis shows that career development does not significantly affect turnover intention among Generation Z employees in the Greater Bandung area. Although the path coefficient indicates a negative direction, the effect is not statistically significant. This means that the career development conditions experienced by Generation Z employees in the Greater Bandung area do not directly influence their intention to quit or change jobs. These career development conditions are categorized as 'good.' Generation Z employees in Greater Bandung believe that career development can improve their career opportunities, but this perception does not necessarily lead them to leave their current jobs. The results of this study are consistent with the findings of Putri et al. (2024) and Nugraheni et al. (2022), who state that career development has a non-significant negative effect on employee turnover intention.

### **Work-Life Balance and Work Engagement**

The data analysis shows that work-life balance has a significant positive effect on work engagement among Generation Z employees in the Greater Bandung area. This indicates that better work-life balance is associated with higher work engagement. When work-life balance is in the 'good' category, Generation Z employees in the Greater Bandung area report higher job satisfaction, which supports greater focus and engagement in their work. These results align with the findings of Maudul and Nilasari (2022), Sjahrudin et al. (2025), and Amelia and Nugroho (2024), who state that work-life balance has a significant positive effect on employee work engagement.

### **Career Development and Work Engagement**

The data analysis shows that career development has a significant positive effect on work engagement among Generation Z employees in the Greater Bandung area. This indicates that as employees' understanding of the importance of career development increases, their work engagement also increases. Career development conditions are categorized as 'good,' suggesting that Generation Z employees in the Greater Bandung area perceive career development as important in the workplace, which increases their focus on work. These results align with the findings of Meiliawati et al. (2022) and Bawono and Lo (2020), who state that career development has a significant positive effect on employee work engagement.

### **Work Engagement and Turnover Intention**

The data analysis shows that work engagement has a significant negative effect on Generation Z employees' turnover intention in the Greater Bandung area. This indicates that work engagement influences employees' intention to quit or change jobs. Work engagement levels in the 'good' category suggest that Generation Z employees in Greater Bandung are committed to their work and reluctant to leave their duties, thereby reducing their intention to quit or change jobs. These findings align with those of Bawono and Lo (2020), Meiliawati et al. (2022), and Amelia and Nugroho (2024), who state that work engagement has a significant negative effect on employees' turnover intention.

### **The Mediating Role of Work Engagement**

Based on the data analysis, work-life balance has a significant negative effect on turnover intention through work engagement among Generation Z employees in the Greater Bandung area. The work engagement variable mediates the effect of work-life balance on turnover intention, with a low-to-moderate effect. This indicates that the better an employee's work-life balance, the higher their work engagement. The higher an employee's commitment to their work, the lower their intention to quit or change jobs. It is evident that when work-life balance and work engagement are in the high category, Generation Z employees in the Greater Bandung area feel happier at work, leading to increased job focus and reduced intention to leave. Full engagement in work enables employees to optimally manage their time between work and personal life. Furthermore, work engagement has a positive impact on personal life and enhances employees' skills in managing various assigned responsibilities. These conditions ultimately reduce employees' tendency to leave their jobs. The findings of this study align with those of Maudul and Nilasari (2022), who stated that work-life balance has a significant negative effect on turnover intention through employee work engagement.

Based on the data analysis, career development has a significant negative effect on turnover intention through work engagement among Generation Z employees in the Greater

Bandung area. The work engagement variable plays a mediating role in the effect of career development on turnover intention, with a low mediation effect. This indicates that the better the career development conditions provided to employees, the more it will increase their work engagement. The higher an employee's commitment to their work, the lower their intention to quit or change jobs. As evidenced by high levels of career development and work engagement, Generation Z employees in the Greater Bandung area perceive career development as crucial in the workplace, leading to increased focus on their work and a reduced intention to leave. These findings align with those of Bawono and Lo (2020) and Meiliawati et al. (2022), who state that career development has a significant negative effect on turnover intention through employee work engagement.

## CONCLUSIONS

This study found that work-life balance and work engagement directly and significantly reduce turnover intention among Gen Z employees in Greater Bandung. Career development doesn't directly affect turnover intention, but it does so indirectly by boosting work engagement, which in turn lowers the intention to leave. In other words, better work-life balance (e.g., flexible hours, mental health support) and clearer career development opportunities help employees feel more engaged more committed and enthusiastic which then makes them less likely to quit. The study also found that new employees, women, and master's degree holders tend to struggle more with work-life balance due to heavier workloads and personal responsibilities, so companies should adjust workloads accordingly. While Gen Z values career development, it's often poorly implemented, especially in certain sectors and among less-educated employees, so companies need to strengthen these programs. Overall, creating supportive, engaging workplaces especially for early-career employees can help reduce turnover. The study has some limitations: respondents were unevenly distributed across the Greater Bandung area (with very few from Sumedang and Cimahi), and using a 10% margin of error reduced the precision of the results. This limits how broadly the findings can be applied, so future research with larger samples is recommended. Future studies could also include factors like burnout, workload, and job satisfaction (using tools like the Maslach Burnout Inventory) and focus on more specific employee groups for example, creative industry workers for work-life balance research, or media employees for turnover studies. Companies are encouraged to build stronger organizational culture through workshops on values and vision, while Gen Z employees are encouraged to build professional resilience through regular soft-skills training in areas like communication, time management, and problem-solving.

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