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EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS

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Abstract – The global impact of the Covid-19 pandemic has led to significant shifts in the work landscape. Among the phenomena triggered by this crisis, the Great Resignation has emerged as a notable trend, presenting a critical challenge for companies striving to retain their top talent and mitigate turnover rates. Retaining competent and skilled employees is imperative for sustaining organizational growth and resilience amidst evolving market conditions. Consequently, companies must address high turnover rates, which can result in substantial losses. Moreover, as Generation Z emerges as a pivotal workforce cohort, companies are tasked with understanding their unique career expectations to engage and retain them within the organization effectively. This study investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees, with job embeddedness as a mediating variable. Employing a quantitative approach, the study involves 373 Generation Z respondents who have accrued at least one year of tenure within their respective companies. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as the analytical tool. The findings reveal significant relationships between various constructs: work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. These results underscore the importance of cultivating a supportive work-life balance environment and fostering strong organizational attachment among Generation Z employees to enhance retention and mitigate turnover intention. By understanding and addressing the nuanced career expectations of this demographic, companies can effectively navigate the challenges posed by the Great Resignation phenomenon and foster a more resilient and engaged workforce.

Keywords: work-life balance, employee retention, turnover intention, job embeddedness, generation Z

INTRODUCTION

The Covid-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the "Great Resignation" phenomenon has seen a massive wave of workers globally opting to depart from their current positions ("Fenomena 'great resignation' dan 'quiet quitting,' apakah terjadi di Indonesia?", September 14, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job

changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia and is projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees do not anticipate remaining in their current roles for more than two years, while a staggering 84% are actively seeking new career prospects within the next six months (Michael Page, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016),

encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, Aman-Ullah et al. (2023) delineate employee retention as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. Bharath (2023) further underscores that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs.

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). Lazzari et al. (2022) elaborate that turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations seeking to retain this demographic within their ranks. Barhate and Dirani (2022) highlight three key career expectations of Generation Z: organizational culture, stability, and work-

life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent (Barhate & Dirani, 2022).

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Bellmann and Hubler (2020) expound that work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains. When individuals balance work and personal life, they can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

Aman-Ullah et al. (2022a) established a notable positive correlation between work-life balance and employee retention. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti's (2014) conclusion regarding the influence of job satisfaction on employee retention. Similarly, Panda and Sahoo (2021) contend that work-life balance is significant and positively associated with employee retention. Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows:

H1: Work-life balance affects employee retention.

Aman-Ullah et al. (2022a) identified a negative correlation between work-life

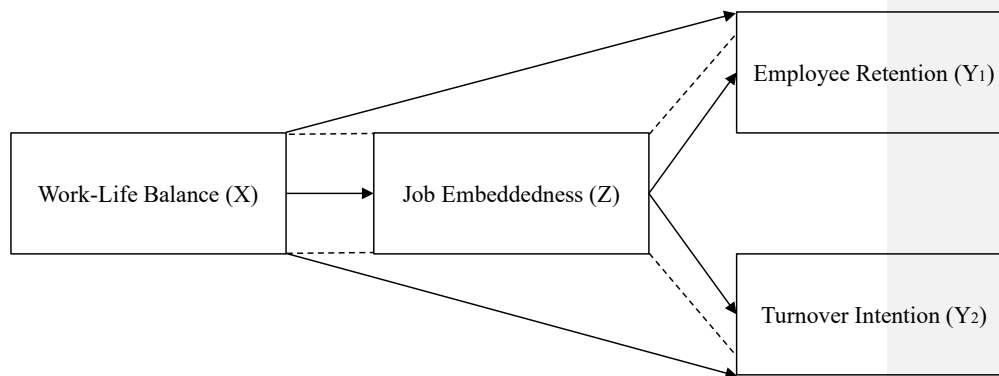


Figure 1 Research Model

balance and turnover intention. This implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Saufi et al. (2023) affirm that work-life balance negatively correlates with turnover intention. This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, a hypothesis is suggested:

H2: Work-life balance affects turnover intention.

Azmy (2023) argues that job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Saghih and Nosrati (2020), as referenced in Aman-Ullah et al. (2022b), delineate job embeddedness as encompassing psychological, social, and financial factors that impact employee retention within organizations. As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens,

so does their affinity toward it. Saufi et al. (2023) suggest that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities. This contentment fosters a sense of job attachment. Furthermore, Fuchs et al. (2022) observed a positive correlation between work-life balance and employee job embeddedness. Consequently, when organizations institute policies supportive of work-life balance and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited:

H3: Work-life balance affects job embeddedness.

Aman-Ullah et al. (2022b) assert a significant correlation between job embeddedness and employee retention. When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Sindhu et al. (2023), reinforcing employees' attachment to their work and the

organization by augmenting the factors that tether them to their roles can engender heightened commitment and a greater inclination to remain within the organizational fold. Juhdi et al. (2018) similarly highlight the positive association between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention. Therefore, a hypothesis is formulated as follows:

H4: Job embeddedness affects employee retention.

Fuchs et al. (2022) demonstrated that job embeddedness correlates negatively with turnover intention. When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and longer tenures within the organization. Similarly, Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Their findings indicated that employees who feel strongly connected to the organization are less inclined to depart. Thus, based on these findings, a hypothesis is formulated:

H5: Job embeddedness affects turnover intention.

Dechawatanapaisal (2017) revealed a positive correlation between work-life balance and organizational embeddedness. Holtom and Darabi (2018) proposed job embeddedness as a strategic mechanism for enhancing employee retention. Aman-Ullah et al.'s (2022b) study validated the significant association between job embeddedness and employee retention. Furthermore, Thakur and Bhatnagar (2017) established that job embeddedness is a complete mediator in the relationship between work-life balance and intention to

stay. When employees experience job satisfaction, they often cultivate a supportive organizational culture not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated:

H6: Work-life balance affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. This represents a novel area for exploration, adding to the discussion's intrigue. However, Thakur and Bhatnagar's (2017) study has demonstrated the influence of work-life balance on job embeddedness. Dechawatanapaisal (2017) similarly asserts the positive effect of work-life balance on organizational embeddedness. Fuchs et al. (2022) also highlight a positive correlation between work-life balance and employee job embeddedness.

Moreover, Ampofo and Karatepe (2022) propose that job embeddedness diminishes employee turnover intention. Conversely, Fuchs et al. (2022) indicate a negative relationship between job embeddedness and turnover intention. Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth:

H7: Work-life balance affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover

intention through the mediating role of job embeddedness within Generation Z. This study aims to address the research gaps identified by Aman-Ullah et al. (2022a) and expand upon previous theoretical frameworks within diverse industry sectors. Aman-Ullah et al.'s (2022a) study underscores the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors. Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

METHODS

This study aims to investigate the impact of the independent variable on the dependent variable, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using three items adapted from Haar's (2013) research. Employee retention is assessed through eleven items adapted from Kyndt et al.'s (2009) study. Turnover intention is measured using five items adapted from Crossley et al.'s (2007) research. Job embeddedness is evaluated through seven items adapted from Crossley et al.'s (2007) investigation.

The research employs a non-probability sampling technique, selecting population elements based on availability or the researcher's judgment of their ability to represent the population (Ferdinand, 2014). Specifically, purposive sampling targets individuals who can provide the desired information due to their exclusive possession of it or their alignment with researcher-defined criteria (Sekaran & Bougie, 2016).

Criteria for research respondents include being Generation Z employees born between 1997 and 2005 and serving as permanent employees for at least one year. Distribution of the research questionnaire via Google Forms yielded 373 eligible respondents. Of the 477 respondents, 104 did not meet the criteria, namely, not being born between 1997 and 2005 or not serving as permanent employees for at least one year.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM examines direct and indirect effects within presumed causal relationships (Fan et al., 2016). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the factor loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. Hair et al. (2014) suggest that factor loading values ideally exceed 0.7 or at least 0.5 to ensure validity, while variables are considered valid if their AVE

values exceed 0.5 (Ghozali & Latan, 2014). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Fornell and Larcker (1981), satisfactory discriminant validity is achieved when the square root of the AVE for each construct exceeds the correlation between constructs in the model (as cited in Ghozali & Latan, 2014). Reliability testing involves assessing Cronbach's alpha and composite reliability values, with values of at least 0.7 indicating reliability (Ghozali & Latan, 2014).

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. Ghozali and Latan (2014) propose that a high coefficient of determination signifies a robust influence of the independent variable on the dependent variable, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. H_0 is rejected, and H_A is accepted if the t-statistic exceeds 1.96 and the p-value is below 0.05, indicating a significance level of 5% (Ghozali & Latan, 2014). Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

This study analyzed data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21-23 years old ($n=197$), followed by 24-26 years old ($n=128$) and 18-20 years old ($n=48$). Regarding employment status, most respondents were employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the

duration of employment varied, with 332 respondents having worked for 1-3 years, 34 for 4-6 years, 5 for 7-9 years, and 2 for ≥ 10 years. Regarding job positions, the majority of respondents held staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18-20 years old	48
	21-23 years old	197
	24-26 years old	128
Status of employment	Private employee	359
	Civil servants	14
Length of employment	1-3 years	332
	4-6 years	34
	7-9 years	5
	≥ 10 years	2
Employee position	Staff	210
	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. Based on this table, it can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's Average Variance Extracted (AVE) value shows a number greater than 0.5. So, it can be concluded that all variables in this study are valid.

The results of the discriminant validity test can be seen in Table 3. From the table, it can be seen that the indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant

validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

The second stage is the reliability test. Table 2 shows the reliability test results

of this study's variables. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables in this study are reliable.

Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: plan to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: decline outside offer		0.569		
ER9: job importance		0.732		
ER10: like current job		0.825		
TI1: intend to leave			0.920	
TI2: plan to depart			0.942	
TI3: exit soon			0.928	
TI4: leaving shortly			0.944	
TI5: maybe leave soon			0.888	
JE1: feel committed				0.663
JE2: challenging to leave				0.831
JE3: too entrenched				0.730
JE4: feel dependent				0.841
JE5: cannot leave				0.889
JE6: not easy exit				0.868
JE7: strongly attached				0.858

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Table 4 The Results of Cross Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393
ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315

JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

The next stage is the coefficient of determination (R^2). Table 5 shows that the job embeddedness variable can be influenced by work-life balance by 10.90%, and the remaining 89.10% is explained by other variables not included in this study. The employee retention variable can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. Then, the turnover intention variable can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%.

The fourth analysis stage involves hypothesis testing, the results of which are presented in Table 6. Examination of the table reveals that work-life balance positively influences employee retention by 44.4%. The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to Bhende et al. (2020), improved work-life balance indicates better performance among workers and the organization. Lindfelt et al. (2018) found that employees with balanced work lives stay longer in organizations. Organizations can retain valuable employees by providing a pleasant organizational climate and flexible working hours to balance work and life. Bahar et al. (2022) found that work-life balance significantly positively impacts employee retention. This is because employees with

higher work-life balance exhibit more positive qualities.

Work-life balance can influence employees' decisions to stay in the company. This is supported by Panda and Sahoo's (2021) research, which concluded that work-life balance has a significant and positive relationship with employee retention. Workplace flexibility, family and social support, teamwork and communication, career development, and financial and non-financial rewards can enhance employee retention. Aman-Ullah et al. (2022b) also found a significant positive relationship between work-life balance and employee retention. Work-life balance can affect employees' satisfaction levels with the organization, employee commitment to the organization, and the likelihood of employees leaving the organization. Thus, it can be concluded that work-life balance has become a primary retention driver.

Furthermore, work-life balance negatively affects turnover intention by -25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by Lestari and Margaretha (2021), which found that work-life balance negatively impacts turnover intention. The lack of balance between personal life and work causes stress, which affects employees' desire to leave the company and leads to high turnover intention. This may serve as evidence that work-life balance can

influence the desire of Generation Z employees to leave an organization. When organizations provide a work-life balance that meets employees' needs and preferences, it will undoubtedly enhance employees' ability to maintain an acceptable balance between their family life and work. This will minimize the likelihood of employees leaving their jobs and make them more inclined to feel comfortable with their jobs (Kakar et al., 2021). Aman-Ullah et al. (2022b) found a negative relationship between work-life balance and turnover intention. The study stated that when employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. Saufi et al. (2023) also found that work-life balance negatively correlates with turnover intention. This is

because employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention. Lestari and Margaretha (2021) also found.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with those of Fuchs et al. (2022), who established a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of practices conducive to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees.

Table 5 The Results of R-Square

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Employee Retention	0.444	10.290	0.000
Work-Life Balance -> Turnover Intention	-0.252	4.370	0.000
Work-Life Balance -> Job Embeddedness	0.330	6.832	0.000
Job Embeddedness -> Employee Retention	0.372	8.945	0.000
Job Embeddedness -> Turnover Intention	-0.138	2.173	0.030

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Sindhu et al.'s (2023) research, which established a significant relationship between job embeddedness and employee retention. Strengthening employees' attachment to work and organization fosters

commitment and a propensity to remain within the organization.

Furthermore, job embeddedness negatively affects turnover intention, with a reduction of -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of H5. This finding is consistent with Mashri et al.'s (2022) research, indicating that employees with organizational solid attachment are less likely to leave. Ampofo and Karatepe's (2022) study indicates that

job embeddedness reduces employee turnover intention. This is because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Fuchs et al. (2022) found that job embeddedness negatively correlates with turnover intention. When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. Mashi et al. (2022) also found a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached to the organization are less likely to leave the organization. Based on these statements, it can be concluded that the job embeddedness possessed by employees can influence their desire to leave the company.

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance variable exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of

5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention. Thus, this study underscores the mediating role of job embeddedness in the relationship between work-life balance and turnover intention.

Table 7 The Results of the Indirect Effect

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Job Embeddedness -> Employee Retention	0.123	5.508	0.000
Work-Life Balance -> Job Embeddedness -> Turnover Intention	-0.045	2.158	0.031

CONCLUSION

Based on the findings derived from this study, several conclusions can be drawn regarding the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. Specifically; it is evident that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job

embeddedness notably influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Drawing implications from the research outcomes, several recommendations can be proposed for organizations aiming to enhance their strategies for managing Generation Z employees. Firstly, companies should

prioritize initiatives that promote work-life balance, such as offering flexible working hours, implementing telecommuting options, and facilitating job-sharing arrangements. These measures can contribute to enhancing employees' overall well-being and satisfaction. Secondly, fostering a positive work environment and providing comprehensive benefits like pension guarantees and health insurance can strengthen employees' sense of attachment to the organization, thereby reducing turnover intentions.

Moreover, from the perspective of employee retention, organizations should focus on creating promising career pathways and offering training and mentoring programs to facilitate the professional growth of Generation Z employees. Additionally, it is crucial for companies to actively engage with employees to understand their needs and aspirations, thereby fostering a conducive workplace culture that aligns with their expectations.

However, it is essential to acknowledge the limitations of this study, particularly the geographical bias towards Generation Z employees primarily located on the island of Java. Future research endeavors should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and, notably, the islands of Papua and Maluku. Furthermore, future studies could explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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2. Bukti notifikasi artikel masuk ke “1st evaluation format (25 Maret 2024)

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Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

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To: Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

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Dewi Novianti

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Tue, May 7, 2024 at 2:22 PM

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Sat, May 18, 2024 at 11:39 AM

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Dewi Novianti

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5. Bukti email keputusan editor yang pertama yaitu major revision (11 Juni 2024)

4/2/25, 6:33 PM

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Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

[BBR] Editor Decision - 11277

2 messages

Eka Yanti Pangputri <epangputri@binus.edu> Tue, Jun 11, 2024 at 11:22 AM
To: "sherlytanoto@petra.ac.id" <sherlytanoto@petra.ac.id>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>
Cc: Binus Business Review <bbr@binus.edu>

Dear Mr/Mrs. Sherly Rosalina Tanoto and Erin Go Tami,

We have reached a decision regarding your submission to Binus Business Review, "EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS".

Our decision is major revision.

For your information, article with major revision will be reviewed again by the same reviewer.

Please kindly send the revision (marked with a different color for the revision) and fill the Reply to Reviewer's Form (attached) **on/before 24 June 2024** so it can proceed to the next publication process. **If there are no comments, please refer to the "No" box.**

Moreover, please log into the journal website to upload your revision. The website is <https://journal.binus.ac.id/index.php/BBR>

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Warmest Regards,



Eka Yanti Pangputri

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Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

Mon, Jun 24, 2024 at 8:00 AM

To: Eka Yanti Pangputri <epangputri@binus.edu>

<https://mail.google.com/mail/u/0/?ik=926cc4b5cc&view=pt&search=all&permthid=thread-f:1801537187008753326&siml=msg-f:1801537187008753326&si...> 1/2

CONTENT REVIEW FORM – BINUS BUSINESS REVIEW (BBR) JOURNAL REVIEWER 1

Article ID : 11277
 Title : EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE
 LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS
 Journal : BINUS BUSINESS REVIEW (BBR)

Please give **x** on the appropriate column

Objects of Evaluation	YES	NO	N/A
Title			
1. The title represents, describes, or reflects the paper's contents	x		
Detail comments on the Title:			
The title is too long and becomes less attractive to the reader			
Abstract			
1. The abstract describes briefly research problem(s) and objective(s)	x		
2. The abstract presents the research method in brief	x		
3. The abstract presents succinctly the most important or relevant finding	x		
4. The abstract presents the novelty/originality	x		
5. The abstract has three relevant keywords at least	x		
Detail comment on the Abstract:			
Well done			
Introduction			
1. The introduction briefly presents the importance or urgency of the research	x		
2. The introduction describes the state-of-the-art and novelty of the research	x		
3. The introduction presents the research objectives clearly	x		
Detail comment in the Introduction:			
Well done			
Methods			
1. The method is clearly and systematically described	x		
2. Data collection is clearly described	x		
3. Data analysis is clearly described	x		
4. If any, all mathematical formulas are numbered consecutively	x		
Detail comments on the Methods:			
Well done			
Result and Discussion			
1. Data presentation and explanation are valid and reasonable	x		
2. Tables and figures are used effectively and efficiently	x		
3. Discussion/analysis is relevant to research results	x		
Detail comments on the Result and Discussion:			

In the discussion section in addition to linking with previous research it would be better if adding phenomena that occur in each indicator used on each variable. In addition, it is also necessary to explain some recommendations derived from the contribution of research results that can be useful for policy makers in companies and further research.

Conclusion

1. The conclusion restates the research problem(s)/topic	x		
2. The conclusion presents a summary of the main finding(s)	x		
3. The conclusion presents the research implication(s)	x		
4. The conclusion presents the research limitations and suggestions for the future research	x		

Detail comments on the Conclusion:

Well done

Figures and Tables

1. Figure and table captions should clearly describe the contents and can be understood without reading the body text		x	
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Detail comments on Figures and Tables:

Table 4 has no explanation on the paragraph body in the analysis and discussion section.

References

1. References are relevant to support the research	x		
--	---	--	--

Detail comments on the References:

Well done

	Very Good	Good	Average	Poor
Contribution to science (originality)			x	
Systematics		x		
Writing		x		

Result

Accepted

Accepted with Minor Revision

Major Revision

Rejected

x

Overall Comments

Briefly, the reviewer should describe

- the research topic addressed by the paper,
- the strengths of the paper,
- the weaknesses of the paper

If the reviewer finds too many grammar mistakes, the paper should be recommended to be evaluated by a professional proofreader.

Comments:

The study examines the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees, with a particular focus on job embeddedness as a mediating variable. The research aims to provide insights into how organizations can retain Generation Z employees by addressing their unique career expectations and improving work-life balance.

Strengths of the Paper:

1. The paper addresses a timely and critical issue in the current labor market, known as the Great Resignation, making it highly relevant for both academic and practitioner audiences.
2. Focusing on Generation Z employees, the paper adds value by exploring the expectations and behaviors of this emerging and increasingly significant workforce cohort.
3. The study examines multiple constructs (work-life balance, employee retention, turnover intention, and job embeddedness), offering a thorough understanding of the interrelationships and mediating effects.
4. The findings offer actionable insights for organizations seeking to enhance retention and reduce turnover among Generation Z employees by fostering a supportive work-life balance and organizational attachment.

Weaknesses of the Paper:

1. The paper could benefit from a deeper exploration of contextual factors such as industry-specific influences or cultural differences that may impact the generalizability and applicability of the findings.
 2. While the study establishes significant relationships between the constructs, it could further explore the underlying mechanisms or reasons behind these relationships to provide a richer understanding.
 3. The paper highlights the importance of work-life balance and job embeddedness but could offer more concrete and detailed strategies or interventions that organizations can implement to achieve these goals.
- In conclusion, the paper makes a valuable contribution to understanding the dynamics of Generation Z employees in the context of the Great Resignation, emphasizing the importance of work-life balance and organizational attachment. However, addressing the identified weaknesses could further enhance its impact and applicability.

Appeal

We kindly encourage reviewers who have participated in reviewing articles for Binus Business Review journal to record your reviewing activities on the website to be recognized for your contributions as reviewer credits (for example Clarivate/ Publons). This action will help

acknowledge their valuable input in the scholarly peer-review process. We appreciate your dedication and cooperation in maintaining the quality of our publications.

CONTENT REVIEW FORM – BINUS BUSINESS REVIEW (BBR) JOURNAL REVIEWER 2

Article ID : 11277
 Title : EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE
 LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS
 Journal : BINUS BUSINESS REVIEW (BBR)

Please give **x** on the appropriate column

Objects of Evaluation	YES	NO	N/A
Title			
2. The title represents, describes, or reflects the paper's contents	V		
Detail comments on the Title:			
This title is sufficient to explain the substance of the research			
Abstract			
6. The abstract describes briefly research problem(s) and objective(s)		V	
7. The abstract presents the research method in brief	V		
8. The abstract presents succinctly the most important or relevant finding	V		
9. The abstract presents the novelty/originality		V	
10. The abstract has three relevant keywords at least	V		
Detail comment on the Abstract:			
It requires an explanation of the industry focus that is the issue in the article topic. Too general and difficult to generalize to compare with existing research results			
Introduction			
4. The introduction briefly presents the importance or urgency of the research	V		
5. The introduction describes the state-of-the-art and novelty of the research	V		
6. The introduction presents the research objectives clearly		V	
Detail comment in the Introduction:			
Rearrange this section and explain what problem will be analyzed. It is not enough to just be generation Z or there is no explanation of the research object.			
Methods			
5. The method is clearly and systematically described	V		
6. Data collection is clearly described		V	
7. Data analysis is clearly described	V		
8. If any, all mathematical formulas are numbered consecutively	V		
Detail comments on the Methods:			
Please look at the comment file regarding sample selection and respondent criteria			
Result and Discussion			
4. Data presentation and explanation are valid and reasonable	V		

5. Tables and figures are used effectively and efficiently	V		
6. Discussion/analysis is relevant to research results	V		
Detail comments on the Result and Discussion:			
The explanation is quite good and adds what impact it will have on the organization or business focus used as a research database			
Conclusion			
5. The conclusion restates the research problem(s)/topic	V		
6. The conclusion presents a summary of the main finding(s)	V		
7. The conclusion presents the research implication(s)	V		
8. The conclusion presents the research limitations and suggestions for the future research		V	
Detail comments on the Conclusion:			
There is no explanation for further research and provide additional recommendations for companies according to this research topic			
Figures and Tables			
2. Figure and table captions should clearly describe the contents and can be understood without reading the body text	V		
Detail comments on Figures and Tables:			
Quite good and clear			
References			
2. References are relevant to support the research	V		
Detail comments on the References:			
Double-check your citation sources and use Mendeley according to the rules in this journal			

	Very Good	Good	Average	Poor
Contribution to science (originality)		V		
Systematics		V		
Writing		V		

Result

Accepted

Accepted with Minor Revision

Major Revision

Rejected

V

Overall Comments

Briefly, the reviewer should describe

- the research topic addressed by the paper,
- the strengths of the paper,
- the weaknesses of the paper

If the reviewer finds too many grammar mistakes, the paper should be recommended to be evaluated by a professional proofreader.

Comments:

Revisions according to comments and this article must be changed specifically in the background and research objects

Appeal

We kindly encourage reviewers who have participated in reviewing articles for Binus Business Review journal to record your reviewing activities on the website to be recognized for your contributions as reviewer credits (for example Clarivate/ Publons). This action will help acknowledge their valuable input in the scholarly peer-review process. We appreciate your dedication and cooperation in maintaining the quality of our publications.

EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS

Abstract – *The Great Resignation has emerged as a notable trend, presenting a critical challenge for companies striving to retain their top talent. Retaining competent and skilled employees is imperative for sustaining organizational growth and resilience amidst evolving market conditions. Consequently, companies must address high turnover rates. As Generation Z emerges as a pivotal workforce cohort, companies are tasked with understanding their unique career expectations to engage and retain them within the organization effectively. This study investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees, with job embeddedness as a mediating variable. Employing a quantitative approach, the study involves 373 Generation Z respondents who have accrued at least one year of tenure within their respective companies. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling with Partial Least Squares as the analytical tool. The findings reveal significant relationships between various constructs: work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. These results underscore the importance of cultivating a supportive work-life balance environment and fostering strong organizational attachment among Generation Z employees to enhance retention and mitigate turnover intention. By understanding and addressing the nuanced career expectations of this demographic, companies can effectively navigate the challenges posed by the Great Resignation phenomenon and foster a more resilient and engaged workforce.*

Keywords: work-life balance, employee retention, turnover intention, job embeddedness, generation Z

INTRODUCTION

The Covid-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the "Great Resignation" phenomenon has seen a massive wave of workers globally opting to depart from their current positions ("Fenomena 'great resignation' dan 'quiet quitting,' apakah terjadi di Indonesia?", September 14, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The

Great Resignation or The Big Quit, has already made its mark in Indonesia and is projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees do not anticipate remaining in their current roles for more than two years, while a staggering 84% are actively seeking new career prospects within the next six months (Michael Page, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, Aman-Ullah et al. (2023) delineate employee retention as

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the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. Bharath (2023) further underscores that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs.

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). Lazzari et al. (2022) elaborate that turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can be very detrimental to the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations seeking to retain this demographic within their ranks. Barhate and Dirani (2022) highlight three key career expectations of Generation Z: organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career

stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent (Barhate & Dirani, 2022).

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Gen Z employee turnover and its causes. Additionally, much of the research conducted in developing countries has not incorporated underlying theories. Addressing this issue could lead to more accurate and practical outcomes. Furthermore, analyses of literature indicate that data collection in developing countries often focused on a single industry, whereas a more comprehensive understanding of employee retention could be achieved by collecting data from various industries.

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Bellmann and Hubler (2020) expound that work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains. When individuals balance work and personal life, they can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

Aman-Ullah et al. (2022a) established a notable positive correlation between work-life balance and employee retention. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti's (2014) conclusion regarding the influence

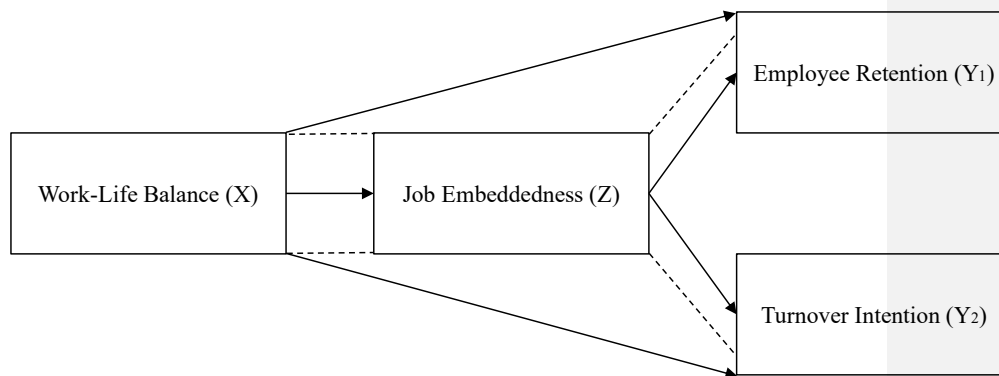


Figure 1 Research Model

of job satisfaction on employee retention. Similarly, Panda and Sahoo (2021) contend that work-life balance is significant and positively associated with employee retention. Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows:

H1: Work-life balance affects employee retention.

Aman-Ullah et al. (2022a) identified a negative correlation between work-life balance and turnover intention. This implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Saufi et al. (2023) affirm that work-life balance negatively correlates with turnover intention. This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, a hypothesis is suggested:

H2: Work-life balance affects turnover intention.

Azmy (2023) argues that job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Saghih and Nosrati (2021), as referenced in Aman-Ullah et al. (2022b), delineate job embeddedness as encompassing psychological, social, and financial factors that impact employee retention within organizations. As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. Saufi et al. (2023) suggest that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities. This contentment fosters a sense of job attachment. Furthermore, Fuchs et al. (2022) observed a positive correlation between work-life balance and employee job embeddedness. Consequently, when organizations institute policies supportive of work-life balance and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited:

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H3: Work-life balance affects job embeddedness.

Aman-Ullah et al. (2022b) assert a significant correlation between job embeddedness and employee retention. When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Sindhu et al. (2023), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender heightened commitment and a greater inclination to remain within the organizational fold. Juhdi et al. (2018) similarly highlight the positive association between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention. Therefore, a hypothesis is formulated as follows:

H4: Job embeddedness affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from both researchers and practitioners, a comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). Fuchs et al. (2022) demonstrated that job embeddedness correlates negatively with turnover intention. When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and

longer tenures within the organization. Similarly, Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Their findings indicated that employees who feel strongly connected to the organization are less inclined to depart. Additionally, Peltokorpi and Allen (2023) state that employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty. Thus, based on these findings, a hypothesis is formulated:

H5: Job embeddedness affects turnover intention.

Dechawatanapaisa (2017) revealed a positive correlation between work-life balance and organizational embeddedness. Awan et al. (2021) describe job embeddedness theory as employee retention due to the unique bond between employees and the organization. Aman-Ullah et al.'s (2022b) study validated the significant association between job embeddedness and employee retention. Furthermore, Thakur and Bhatnagar (2017) established that job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay. When employees experience job satisfaction, they often cultivate a supportive organizational culture not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated:

H6: Work-life balance affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. This represents a novel area for exploration, adding to the discussion's intrigue. However, Thakur and Bhatnagar's

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(2017) study has demonstrated the influence of work-life balance on job embeddedness. Dechawatanapaisal (2017) similarly asserts the positive effect of work-life balance on organizational embeddedness. Fuchs et al. (2022) also highlight a positive correlation between work-life balance and employee job embeddedness.

Moreover, Ampofo and Karatepe (2022) propose that job embeddedness diminishes employee turnover intention. Conversely, Fuchs et al. (2022) indicate a negative relationship between job embeddedness and turnover intention. Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth:

H7: Work-life balance affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. This study aims to address the research gaps identified by Aman-Ullah et al. (2022a) and expand upon previous theoretical frameworks within diverse industry sectors. Aman-Ullah et al.'s (2022a) study underscores the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors. Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee retention, turnover intention, and job embeddedness. This research gap

represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

METHODS

This study aims to investigate the impact of the independent variable on the dependent variable, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using three items adapted from Haar's (2013) research. Employee retention is assessed through eleven items adapted from Kyndt et al.'s (2009) study. Turnover intention is measured using five items adapted from Crossley et al.'s (2007) research. Job embeddedness is evaluated through seven items adapted from Crossley et al.'s (2007) investigation.

This study used a non-probability sampling technique, a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the study, but rather participants are selected by the researcher, referred to the researcher, or self-select to participate in the study (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

Criteria for research respondents include being Generation Z employees born between 1997 and 2005 and serving as permanent employees for at least one year. Distribution of the research questionnaire via Google Forms yielded 373 eligible

respondents. Of the 477 respondents, 104 did not meet the criteria, namely, not being born between 1997 and 2005 or not serving as permanent employees for at least one year.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2021). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. Hair et al. (2021) suggest that the outer loading value must be greater than 0.5 and ideally, outer loading has a value that is in the range of 0.7–0.8, while the criterion for AVE is the value should be 0.5 (50%) or higher (Hair et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Cheung et al. (2023), discriminant validity requires that each indicator load uniquely on only one construct. If the same indicator is used to measure two constructs, then it is difficult to argue that the constructs are different. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite

reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. Ghazali and Latan (2014) propose that a high coefficient of determination signifies a robust influence of the independent variable on the dependent variable, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the T-statistic value is greater than ($>$) 1.96 and the P-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

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RESULTS AND DISCUSSION

This study analyzed data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21-23 years old ($n=197$), followed by 24-26 years old ($n=128$) and 18-20 years old ($n=48$). Regarding employment status, most respondents were employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1-3 years, 34 for 4-6 years, 5 for 7-9 years, and 2 for ≥ 10 years. Regarding job positions, the majority of respondents held staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18-20 years old	48
	21-23 years old	197
	24-26 years old	128
	27-30 years old	128
Status of employment	Private employee	359
	Civil servants	14
Length of employment	1-3 years	332
	4-6 years	34
	7-9 years	5
	≥ 10 years	2
Employee position	Staff	210
	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. Based on this table, it can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's Average Variance Extracted (AVE) value shows a number greater than 0.5. So, it can be

concluded that all variables in this study are valid.

The results of the discriminant validity test can be seen in Table 3. From the table, it can be seen that the indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

The second stage is the reliability test. Table 2 shows the reliability test results of this study's variables. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables in this study are reliable.

Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: plan to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: decline outside offer		0.569		
ER9: job importance		0.732		
ER10: like current job		0.825		
TI1: intend to leave			0.920	
TI2: plan to depart			0.942	
TI3: exit soon			0.928	
TI4: leaving shortly			0.944	
TI5: maybe leave soon			0.888	
JE1: feel committed				0.663
JE2: challenging to leave				0.831
JE3: too entrenched				0.730
JE4: feel dependent				0.841
JE5: cannot leave				0.889
JE6: not easy exit				0.868
JE7: strongly attached				0.858

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Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Table 4 The Results of Cross Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393
ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

The next stage is the coefficient of determination (R^2). Table 5 shows that the job embeddedness variable can be influenced by work-life balance by 10.90%, and the remaining 89.10% is explained by other variables not included in this study. The employee retention variable can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. Then, the turnover intention variable can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%.

The fourth analysis stage involves hypothesis testing, the results of which are

presented in Table 6. Examination of the table reveals that work-life balance positively influences employee retention by 44.4%. The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to Bhende et al. (2020), improved work-life balance indicates better performance among workers and the organization. Bahar et al. (2022) found that employees who have a higher work-life balance at work will show more positive of their work will exhibit more positive qualities..

Furthermore, work-life balance negatively affects turnover intention by -25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of

0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by Lestari and Margaretha (2021) and Parray et al. (2023), which found that work-life balance negatively impacts turnover intention. The lack of balance between personal life and work causes stress, which affects employees' desire to leave the company and leads to high turnover intention. This may serve as evidence that work-life balance can influence the desire of Generation Z employees to leave an organization. When organizations provide a work-life balance that meets employees' needs and preferences, it will undoubtedly enhance employees' ability to maintain an acceptable balance between their family life and work. This will minimize the likelihood of employees leaving their jobs and make them more inclined to feel comfortable with their jobs (Kakar et al., 2021). Aman-Ullah et al. (2022b) found a negative relationship between work-life balance and turnover intention. The study stated that when

employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. Saufi et al. (2023) also found that work-life balance negatively correlates with turnover intention. This is because employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention. Lestari and Margaretha (2021) also found.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with those of Fuchs et al. (2022), who established a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of practices conducive to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees.

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Table 5 The Results of R-Square

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Employee Retention	0.444	10.290	0.000
Work-Life Balance -> Turnover Intention	-0.252	4.370	0.000
Work-Life Balance -> Job Embeddedness	0.330	6.832	0.000
Job Embeddedness -> Employee Retention	0.372	8.945	0.000
Job Embeddedness -> Turnover Intention	-0.138	2.173	0.030

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Sindhu et al.'s (2023) research, which

established a significant relationship between job embeddedness and employee retention. Strengthening employees' attachment to work and organization fosters commitment and a propensity to remain within the organization.

Furthermore, job embeddedness negatively affects turnover intention, with a reduction of -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of H5. This finding is consistent with Mashi et al.'s (2022) research, indicating that employees with organizational solid attachment are less likely to leave. Ampofo and Karatepe's (2022) study indicates that job embeddedness reduces employee turnover intention. This is because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Fuchs et al. (2022) found that job embeddedness negatively correlates with turnover intention. When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. Mashi et al. (2022) also found a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached to the organization are less likely to leave the organization. Based on these statements, it can be concluded that the job embeddedness possessed by employees can influence their desire to leave the company.

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance variable exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention. Thus, this study underscores the mediating role of job embeddedness in the relationship between work-life balance and turnover intention.

Table 7 The Results of the Indirect Effect

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Job Embeddedness -> Employee Retention	0.123	5.508	0.000
Work-Life Balance -> Job Embeddedness -> Turnover Intention	-0.045	2.158	0.031

CONCLUSION

Based on the findings derived from this study, several conclusions can be drawn regarding the influence of work-life balance and job embeddedness on employee retention and turnover intention within

Generation Z. Specifically; it is evident that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably influences employee retention and turnover intention within this

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demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Drawing implications from the research outcomes, several recommendations can be proposed for organizations aiming to enhance their strategies for managing Generation Z employees. Firstly, companies should prioritize initiatives that promote work-life balance, such as offering flexible working hours, implementing telecommuting options, and facilitating job-sharing arrangements. These measures can contribute to enhancing employees' overall well-being and satisfaction. Secondly, fostering a positive work environment and providing comprehensive benefits like pension guarantees and health insurance can strengthen employees' sense of attachment to the organization, thereby reducing turnover intentions.

Moreover, from the perspective of employee retention, organizations should focus on creating promising career pathways and offering training and mentoring programs to facilitate the professional growth of Generation Z employees. Additionally, it is crucial for companies to actively engage with employees to understand their needs and aspirations, thereby fostering a conducive workplace culture that aligns with their expectations.

However, it is essential to acknowledge the limitations of this study, particularly the geographical bias towards Generation Z employees primarily located on the island of Java. Future research endeavors should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and, notably, the islands of Papua and Maluku. Furthermore, future studies could explore additional mediating variables, such as employee engagement, motivation, and

organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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REPLY TO REVIEWER'S COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

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6. Bukti email submit revisi yang pertama (24 Juni 2024)

4/2/25, 7:11 PM

Petra Christian University Mail - [BBR] Editor Decision - 11277



Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

[BBR] Editor Decision - 11277

Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id> Mon, Jun 24, 2024 at 8:00 AM
To: Eka Yanti Pangputri <epangputri@binus.edu>
Cc: "d1120070@john.petra.ac.id" <d1120070@john.petra.ac.id>, Binus Business Review <bbr@binus.edu>

Dear Mr/Mrs. Eka Yanti,

Thank you for your email and for reaching a decision regarding our submission titled "EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS" to Binus Business Review.

We have completed the revisions and have attached the revised manuscript, marked with a different color to highlight the changes, along with the completed Reply to Reviewer's Form as requested. Kindly find these attachments for your review and further processing.

If there are any additional requirements or if further clarification is needed, please do not hesitate to let us know. We look forward to your feedback and appreciate your assistance in facilitating the next steps of the publication process.

Thank you once again for your guidance throughout this process. We look forward to your feedback.

On Tue, Jun 11, 2024 at 11:22AM Eka Yanti Pangputri <epangputri@binus.edu> wrote:

Dear Mr/Mrs. Sherly Rosalina Tanoto and Erin Go Tami,

We have reached a decision regarding your submission to Binus Business Review, "EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS".

Our decision is major revision.

For your information, article with major revision will be reviewed again by the same reviewer.

Please kindly send the revision (marked with a different color for the revision) and fill the Reply to Reviewer's Form (attached) **on/before 24 June 2024** so it can proceed to the next publication process. **If there are no comments, please refer to the "No" box.**

Moreover, please log into the journal website to upload your revision. The website is <https://journal.binus.ac.id/index.php/BBR>

or

You can send the revision directly by email to epangputri@binus.edu. We will help you to upload the document to our OJS.

Thank you. Have a nice day.

Warmest Regards,



Eka Yanti Pangputri

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Best regards,
Sherly Rosalina Tanoto and Erin Go Tami

3 attachments

<https://mail.google.com/mail/u/0/?ik=926cc4b5cc&view=pt&search=all&permmsgid=msg.a:6388568054819380071&dsqt=1&simpl=msg.a:63885680548193...> 1/2

REPLY TO REVIEWER'S 1 COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

No	Comment	Reply to Comment	Page No.
1.	Title: The title is too long and becomes less attractive to the reader	We appreciate your feedback on the title's length. We have revised the title to ensure it is both concise and engaging. The new title, "Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics," maintains the core focus while being more succinct and appealing.	1
2.	Results and Discussion: In the discussion section in addition to linking with previous research it would be better if adding phenomena that occur in each indicator used on each variable.	Thank you for this valuable suggestion. We have expanded our discussion section to include relevant phenomena for each indicator used in our variables.	9-11
3.	Results and Discussion: In addition, it is also necessary to explain some recommendations derived from the contribution of research results that can be useful for policy makers in companies and further research.	We appreciate your insight into the practical application of our research. We have included specific recommendations based on our findings to assist policymakers in companies. Additionally, we have outlined potential avenues for further research to build on our study's contributions, ensuring that our work supports both academic and practical advancements.	9-11
4.	Results and Discussion: Table 4 has no explanation on the paragraph body in the analysis and discussion section.	Thank you for pointing this out. We have revised the analysis and discussion section to include a thorough explanation of Table 4. This addition provides clear context and interpretation of the data presented, ensuring that the table's information is well-integrated into our overall analysis.	8

5.	Results and Discussion: The paper could benefit from a deeper exploration of contextual factors such as industry-specific influences or cultural differences that may impact the generalizability and applicability of the findings.	We appreciate your suggestion to explore contextual factors further. We have incorporated a detailed discussion on industry-specific influences and cultural differences, examining how these factors might affect the generalizability and applicability of our findings.	11
6.	Results and Discussion: While the study establishes significant relationships between the constructs, it could further explore the underlying mechanisms or reasons behind these relationships to provide a richer understanding.	Thank you for highlighting the need for a deeper exploration of underlying mechanisms. We have expanded our discussion to delve into the reasons behind the established relationships. This addition offers a more nuanced understanding of the dynamics at play, providing a richer and more comprehensive analysis.	9-11
7.	Conclusion: The paper highlights the importance of work-life balance and job embeddedness but could offer more concrete and detailed strategies or interventions that organizations can implement to achieve these goals.	We appreciate your feedback on providing practical strategies. We have enhanced our discussion by including specific, actionable strategies and interventions that organizations can adopt to promote work-life balance and job embeddedness effectively.	11-12

REPLY TO REVIEWER'S 2 COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

No	Comment	Reply to Comment	Page No.
1.	Abstract: Explain what your objective for your research object? This is industry or several company with same business? It requires an explanation of the industry focus that is the issue in the article topic. Too general and difficult to generalize to compare with existing research results	Thank you for your feedback. We have revised our abstract. This research aims to investigate the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees across various industries in Indonesia. This study intentionally spans multiple industries, including technology, finance, healthcare, and hospitality, to comprehensively understand these dynamics in diverse professional environments. This broad approach enhances the generalizability of the findings and allows for identifying common trends and industry-specific nuances.	1
2.	Introduction: You must explain which industry this problem occurs in? Or what business does it happen in? Because this is too general and I did not find an explanation regarding the objectives regarding turnover and retention that must be carried out by the organization.	We appreciate your advice. We have added an explanation about this. This study is not limited to a specific industry but spans multiple sectors, including technology, finance, healthcare, and hospitality, to capture a wide range of experiences and perceptions among Generation Z employees. The problem of high turnover rates and the need for effective retention strategies are prevalent across various industries, making it crucial to understand these dynamics in a broad context. The objective is to	2

		identify factors influencing retention and turnover intention among Generation Z employees, regardless of the industry.	
3.	Introduction: Rearrange this section and explain what problem will be analyzed. It is not enough to just be generation Z or there is no explanation of the research object.	We appreciate your suggestion. The revised introduction clearly states that the problem being analyzed is the high turnover rates among Generation Z employees and the need for effective retention strategies. The study focuses on understanding how work-life balance influences employee retention and turnover intention, with job embeddedness as a mediating variable. By spanning various industries, the research aims to provide comprehensive insights that can inform organizational practices across different sectors.	1-2
4.	Explain the affect between variable? Positive or negative	Thank you for your suggestion. We have added an explanation of the direction of the relationship in each hypothesis. The study hypothesizes that work-life balance has a positive effect on employee retention and a negative effect on turnover intention. Additionally, job embeddedness is expected to positively mediate the relationship between work-life balance and employee retention while negatively mediating the relationship between work-life balance and turnover intention. These relationships are supported by existing literature and are tested using Structural Equation Modeling.	3-5

5.	Methods: Please look at the comment file regarding sample selection and respondent criteria: Explain how you formulate criteria for respondent? Because too general and you not explain what industry for your research object.	Thank you for raising this issue. We have explained the reasons for determining the criteria for research respondents. The respondents' criteria include Generation Z employees born between 1997 and 2005 and having at least one year of tenure as permanent employees within their respective companies. This ensures that respondents have sufficient experience in their roles to provide relevant insights. The study spans multiple industries to capture diverse experiences and perceptions, enhancing the generalizability of the findings.	5-6
6.	Results and Discussion: Can you explain this criteria for outer loading not consistent from your standard (0.7) - not feasible based on your standard	Thank you for your feedback. As we wrote previously, the outer loading criterion in our research is above 0.5. Even if individual outer loadings are above 0.5 but below 0.7, the constructs can still be reliable if the composite reliability (CR) and average variance extracted (AVE) meet acceptable thresholds (Hair et al., 2014).	7
7.	Results and Discussion: Your explanation for discussion not only comparison with previous research. What impact for company or this industry)	Thank you for your feedback. In the revised discussion section, we have elaborated on the practical implications of our findings for companies. Specifically, we explained how understanding the relationship between work-life balance, job embeddedness, and employee retention can help companies develop targeted strategies to improve retention rates among Generation Z employees.	9-11

8.	Conclusion: There is no explanation for further research and provide additional recommendations for companies according to this research topic. Give limitation and what the next research after your topic in turnover or retention?	We appreciate your suggestion. We have revised the conclusion to include directions for future research and additional recommendations for companies. As for limitations, we have acknowledged the potential for industry-specific variations that may not be fully captured in this study due to the diverse range of sectors included. Recommendations for companies will include adopting flexible work policies and enhancing job embeddedness through employee engagement programs.	11-12
9.	References: Double-check your citation sources and use Mendeley according to the rules in this journal	Thank you for highlighting this issue. We have thoroughly reviewed all citation sources to ensure accuracy and consistency. Additionally, we have reformatted the references using Mendeley to align with the specific citation style required by the journal.	12-16

UNDERSTANDING GENERATION Z: WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN RETENTION DYNAMICS

Abstract – *The Great Resignation has presented a significant challenge for companies aiming to retain top talent, emphasizing the critical need for effective employee retention strategies. This study investigates how work-life balance influences employee retention and turnover intention among Generation Z employees, focusing on job embeddedness as a mediating factor. The research aims to understand the unique career expectations of Generation Z within various industries to inform strategies that enhance retention and mitigate turnover. Employing a quantitative approach, the study involves 373 Generation Z respondents across various industries. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling with Partial Least Squares as the analytical tool. The findings reveal significant relationships between various constructs: work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. These results highlight the importance of cultivating a supportive work-life balance environment and fostering strong organizational attachment among Generation Z employees to enhance retention and mitigate turnover intention. By understanding and addressing the varied career expectations of this demographic, companies can effectively navigate the challenges posed by the Great Resignation phenomenon and foster a more resilient and engaged workforce.*

Keywords: *work-life balance, employee retention, turnover intention, job embeddedness, generation Z*

INTRODUCTION

The Covid-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the "Great Resignation" phenomenon has seen a massive wave of workers globally opting to depart from their current positions (Kompas, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia and is projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees do not anticipate remaining in their current roles for more than two years,

while a staggering 84% are actively seeking new career prospects within the next six months (Michael Page, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, Aman-Ullah et al. (2023) delineate employee retention as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. Bharath (2023) further implies that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs.

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). Lazzari et al. (2022) elaborate that turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can harm the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations seeking to retain this demographic within their ranks. Barhate and Dirani (2022) highlight three key career expectations of Generation Z: organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent (Barhate & Dirani, 2022).

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Gen Z

employee turnover and its causes. Much of the research conducted in developing countries has not incorporated underlying theories. Addressing this issue could lead to more accurate and practical outcomes. Furthermore, analyses of the literature indicate that data collection in developing countries often focuses on a single industry. In contrast, collecting data from various industries could provide a more comprehensive understanding of employee retention.

This research investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. The specific problem being analyzed is the challenge of retaining Generation Z employees in a post-pandemic world where job satisfaction and work-life balance are increasingly prioritized. This study adopts a broad approach that spans various industries, which is deliberate and advantageous for several reasons.

The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. By encompassing these various industries, the study aims to understand the diverse experiences and perceptions of Generation Z employees across different professional environments. Firstly, Indonesia's workforce comprises various industries with unique dynamics and challenges. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, the study aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments. Secondly, industry diversity enhances the generalizability of findings. While specific industry contexts may influence how work-life balance practices are implemented or perceived, overarching trends and insights that apply broadly across sectors can still be

drawn. This inclusive approach allows for a more robust

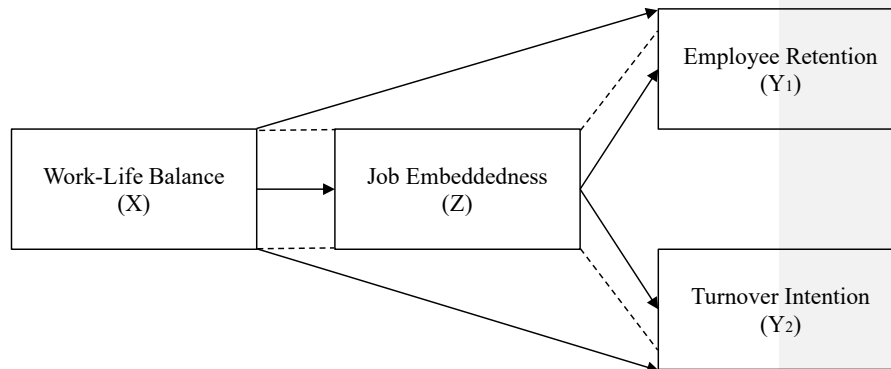


Figure 1 Research Model

understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. Thirdly, by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations on effective practices that transcend industry boundaries, promoting more universally applicable strategies for enhancing employee retention and reducing turnover.

In conclusion, the objective of this research is to provide a comprehensive understanding of how work-life balance impacts employee retention and turnover intention among Generation Z employees in Indonesia, considering the diversity of industries. By doing so, the study aims to offer valuable insights that can help organizations develop more effective strategies for retaining their Generation Z workforce.

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Bellmann and Hubler (2021) expound that work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains. When individuals balance

work and personal life, they can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

Aman-Ullah et al. (2022) established a notable positive correlation between work-life balance and employee retention. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti's (2014) conclusion regarding the influence of job satisfaction on employee retention. Similarly, Panda and Sahoo (2021) contend that work-life balance is significant and positively associated with employee retention. Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows:

H1: Work-life balance positively affects employee retention.

Aman-Ullah et al. (2022) identified a negative correlation between work-life

balance and turnover intention. This implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Ahmad Saufi et al. (2023) affirm that work-life balance negatively correlates with turnover intention. This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, a hypothesis is suggested:

H2: Work-life balance **negatively** affects turnover intention.

Azmy (2023) argues that job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Fakoor Saghih and Nosrati (2021), as referenced in Aman-Ullah et al. (2023b), delineate job embeddedness as encompassing psychological, social, and financial factors that impact employee retention within organizations. As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. Ahmad Saufi et al. (2023) suggest that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities. This contentment fosters a sense of job attachment. Furthermore, Fuchs et al. (2022) observed a positive correlation between work-life balance and employee job embeddedness. Consequently, when organizations institute policies supportive of work-life balance and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited:

H3: Work-life balance **positively** affects job embeddedness.

Aman-Ullah et al. (2023b) assert a significant correlation between job embeddedness and employee retention. When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Praveena et al. (2017), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender heightened commitment and a greater inclination to remain within the organizational fold. Juhdi et al. (2018) similarly highlight the positive association between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention. Therefore, a hypothesis is formulated as follows:

H4: Job embeddedness **positively** affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from researchers and practitioners, a comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). Fuchs et al. (2022) demonstrated that job embeddedness correlates negatively with turnover intention. When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and

longer tenures within the organization. Similarly, Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Their findings indicated that employees who feel strongly connected to the organization are less inclined to depart. Additionally, Peltokorpi and Allen (2024) state that employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty. Thus, based on these findings, a hypothesis is formulated:

H5: Job embeddedness **negatively** affects turnover intention.

Dechawatanapaisal (2017) revealed a positive correlation between work-life balance and organizational embeddedness. Awan et al. (2021) describe job embeddedness theory as employee retention due to the unique bond between employees and the organization. Aman-Ullah et al.'s (2023b) study validated the significant association between job embeddedness and employee retention. Furthermore, Thakur and Bhatnagar (2017) established that job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay. When employees experience job satisfaction, they often cultivate a supportive organizational culture that is not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated:

H6: Work-life balance **positively** affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. This represents a novel area for exploration, adding to the discussion's

intrigue. However, Thakur and Bhatnagar's (2017) study has demonstrated the influence of work-life balance on job embeddedness. Dechawatanapaisal (2017) similarly asserts the positive effect of work-life balance on organizational embeddedness. Fuchs et al. (2022) also highlight a positive correlation between work-life balance and employee job embeddedness.

Moreover, Ampofo and Karatepe (2022) propose that job embeddedness diminishes employee turnover intention. Conversely, Fuchs et al. (2022) indicate a negative relationship between job embeddedness and turnover intention. Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth:

H7: Work-life balance **negatively** affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. This study aims to address the research gaps identified by Aman-Ullah et al. (2023a) and expand upon previous theoretical frameworks within diverse industry sectors. Aman-Ullah et al.'s (2023b) study highlights the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors. Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee

retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

METHODS

This study aims to investigate the impact of the independent variable on the dependent variable, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using three items adapted from Haar's (2013) research. Employee retention is assessed through eleven items adapted from Kyndt et al.'s (2009) study. Turnover intention is measured using five items adapted from Crossley et al.'s (Crossley et al., 2007) research. Job embeddedness is evaluated through seven items adapted from Crossley et al.'s (2007) investigation.

This study used a non-probability sampling technique, a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the study, but instead, participants are selected by the researcher, referred to the researcher, or self-select to participate in the study (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

The criteria for selecting respondents in this study are designed to ensure relevance and consistency in exploring the dynamics of work-life

balance, employee retention, and turnover intention among Generation Z employees in Indonesia. Respondents are identified explicitly as individuals born between 1997 and 2005, aligning with the generational cohort definitions for Generation Z. This age range is chosen based on established generational research that characterizes Generation Z by their distinctive values, behaviors, and career expectations. Additionally, respondents must have served as permanent employees within their organizations for at least one year. This criterion aims to capture insights from individuals with sufficient tenure to provide meaningful perspectives on their experiences with work-life balance, retention factors, and turnover intentions. By focusing on permanent employees, the study explores retention challenges and turnover dynamics among individuals who have committed to their current roles, thereby enhancing the depth and relevance of the findings.

The research does not restrict itself to specific industries but instead encompasses diverse sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented in the study include but are not limited to, technology, finance, healthcare, hospitality, and others. This diverse industry focus allows for a broader exploration of commonalities and differences in retention challenges Generation Z faces across different sectors, ultimately contributing to more robust findings for talent management strategies. Distribution of the research questionnaire via Google Forms yielded 373 eligible respondents. Of the 477 respondents, 104 did not meet the criteria, namely, not being born between 1997 and 2005 or not serving as permanent employees for at least one year.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2019). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. Hair et al. (2021) suggest that the outer loading value must be greater than 0.5, and ideally, outer loading has a value that is in the range of 0.7–0.8, while the criterion for AVE is the value should be 0.5 (50%) or higher (Hair Jr et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Cheung et al. (2023), discriminant validity requires that each indicator load uniquely on only one construct. If the identical indicator measures two constructs, it is difficult to argue that they differ. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. Ghazali and Latan (2014) propose

that a high coefficient of determination signifies a robust influence of the independent variable on the dependent variable, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the T-statistic value is greater than ($>$) 1.96 and the P-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

This study analyzed data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21-23 years old ($n=197$), followed by 24-26 years old ($n=128$) and 18-20 years old ($n=48$). Regarding employment status, most respondents were employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1-3 years, 34 for 4-6 years, 5 for 7-9 years, and 2 for $\geq$ ten years. Regarding job positions, the majority of respondents held staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18-20 years old	48
	21-23 years old	197
	24-26 years old	128
Status of employment	Private employee	359
Length of employment	Civil servants	14
	1-3 years	332
	4-6 years	34

Employee position	7-9 years	5
	≥ 10 years	2
	Staff	210
Sector	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28
	Mining & Energy	5
	Agriculture	3
	Manufacture	46
	Consumer Goods	38
	Health	12
	Finance	46
	Property	10
	Technology	28
	Infrastructure	14
	Transportation & Logistics	21
	Investment	1
	Restaurants & Hotels	21
	Others	128

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. Based on this table, it can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's Average Variance Extracted (AVE) value shows a

number greater than 0.5. So, it can be concluded that all variables in this study are valid.

The second stage is the reliability test. Table 3 shows the reliability test results of this study's variables. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables in this study are reliable.

The results of the discriminant validity test can be seen in Table 3. From the table, it can be seen that the indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: plan to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: decline outside offer		0.569		
ER9: job importance		0.732		
ER10: like current job		0.825		
TI1: intend to leave			0.920	
TI2: plan to depart			0.942	
TI3: exit soon			0.928	
TI4: leaving shortly			0.944	
TI5: maybe leave soon			0.888	
JE1: feel committed				0.663
JE2: challenging to leave				0.831
JE3: too entrenched				0.730
JE4: feel dependent				0.841
JE5: cannot leave				0.889
JE6: not easy exit				0.868

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Table 4 The Results of Cross Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393
ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

Table 4 shows that the indicators of the variables work-life balance, job embeddedness, employee retention, and turnover intention have higher cross-loading values on their variables compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have good discriminant validity values and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

The next stage is the coefficient of determination (R^2). Table 5 shows that the job embeddedness variable can be influenced by work-life balance by 10.90%,

and the remaining 89.10% is explained by other variables not included in this study. The employee retention variable can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. The turnover intention variable can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%. The fourth analysis stage involves hypothesis testing, the results of which are presented in Table 6. The table reveals that work-life balance positively influences employee retention by 44.4%.

The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to Bhende et al. (2020), improved work-life balance indicates better performance among workers and the organization. Bahar et al. (2022) found that employees with a higher work-life balance at work will show more favorable of their work and exhibit more positive qualities. The mean analysis results from work-life balance is 3.806, categorized as high. Specifically, item WLB2, with a mean of 3.834, shows that employees enjoy every part of their lives equally, suggesting high overall satisfaction. These findings support that Generation Z employees perceive an excellent balance between work and personal life, leading to enhanced performance and positive workplace behavior. When employees feel balanced between work and personal life, they are less stressed and more satisfied. This balance allows them to be more engaged and productive at work, fostering a positive work environment. The psychological satisfaction from maintaining this balance translates into better job performance and more favorable work attitudes.

Furthermore, work-life balance negatively affects turnover intention by - 25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by Lestari and Margaretha (2021) and Parray et al. (2023), which found that work-life balance negatively impacts turnover intention. The mean analysis shows that employees are satisfied with their work-life balance (mean = 3.806), particularly on items like WLB3 (mean = 3.799), which indicates employees can balance work demands with personal life. This high level of satisfaction likely reduces stress and the desire to leave the company. Thus, a well-maintained work-

life balance minimizes employees' likelihood of leaving their jobs, as supported by Kakar et al. (2021) and Ahmad Saufi et al. (2023). Reduction of stress and burnout plays a critical role here. When employees can balance their work and personal lives, they experience lower levels of stress, which directly impacts their desire to stay with the organization. High stress and burnout levels are significant predictors of turnover intention, so maintaining a work-life balance helps mitigate these risks, leading to lower turnover rates. Aman-Ullah et al. (2022) also found a negative relationship between work-life balance and turnover intention. The study stated that when employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. Ahmad Saufi et al. (2023) also found that work-life balance negatively correlates with turnover intention. Employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with those of Fuchs et al. (2022), who established a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of practices conducive to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees. The high mean values for work-life balance indicators, such as WLB2 (mean = 3.834), show that employees feel integrated into their personal and professional lives, fostering a sense of prosperity and embeddedness within the organization. When employees perceive that their organization supports their work-

life balance, they develop a stronger attachment to the organization. This perception enhances their sense of

belonging and commitment, making them more embedded within the organizational culture and less likely to consider leaving.

Table 5 The Results of R-Square

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Employee Retention	0.444	10.290	0.000
Work-Life Balance -> Turnover Intention	-0.252	4.370	0.000
Work-Life Balance -> Job Embeddedness	0.330	6.832	0.000
Job Embeddedness -> Employee Retention	0.372	8.945	0.000
Job Embeddedness -> Turnover Intention	-0.138	2.173	0.030

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Praveena et al.'s (2017) research, which established a significant relationship between job embeddedness and employee retention. The mean analysis for job embeddedness indicates a mean of 2.953, categorized as sufficient, with the highest mean on item JE1 (mean = 3.255), showing that employees feel attached to their organization. This attachment fosters commitment and a propensity to remain within the organization. Job embeddedness involves the extent to which employees feel integrated into their work environment and community. When employees are embedded, they perceive high costs associated with leaving the organization, including loss of social connections and benefits, making them more likely to stay.

Furthermore, job embeddedness negatively affects turnover intention, reducing -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of

H5. This finding is consistent with Mashi et al.'s (2022) research, indicating that employees with organizational solid attachment are less likely to leave. The mean analysis results show that job embeddedness is sufficient (mean = 2.953), and item JE2, with the smallest standard deviation (SD = 1.086), indicates respondents share a common perception of difficulty in leaving the organization, thereby reducing turnover intention. Ampofo and Karatepe's (2022) study indicates that job embeddedness reduces employee turnover intention. This is because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Fuchs et al. (2022) found that job embeddedness negatively correlates with turnover intention. When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. Mashi et al. (2022) also found a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached

to the organization are less likely to leave the organization. Job embeddedness creates a psychological and practical bond between the employee and the organization. The stronger this bond, the less likely employees are to consider other job opportunities, as the perceived benefits of staying outweigh those of leaving.

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance variable exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay. The high mean for work-life balance (3.806) and sufficient mean for job embeddedness (2.953) illustrate how these factors enhance employee retention. Job embeddedness acts as a buffer. When employees experience high work-life balance, they become more embedded in their jobs. This embeddedness then strengthens their attachment to the organization, enhancing retention rates.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention. The low overall mean for turnover intention (2.265) suggests that employees are less likely to leave their organization, and job

embeddedness plays a crucial role in this relationship. Thus, this study emphasizes the mediating role of job embeddedness in the relationship between work-life balance and turnover intention. High work-life balance increases job embeddedness, which in turn reduces turnover intention. This two-step process highlights the importance of fostering both elements to effectively manage employee turnover.

The findings of this study should be considered within the context of the diverse industry backgrounds of the respondents. The sample includes employees from mining and energy, agriculture, manufacturing, consumer goods, healthcare, finance, real estate, technology, infrastructure, transportation and logistics, investment, and hospitality. Each of these industries presents unique work environments, job demands, and cultural norms that can significantly influence the relationship between work-life balance, job embeddedness, turnover intention, and employee retention.

For instance, high-stress industries like healthcare and finance often demand long working hours and high levels of dedication, making work-life balance a critical factor for employee performance and retention ((Keeton et al., 2007; McCarthy et al., 2011). In contrast, industries such as technology and creative sectors may offer more flexible work arrangements, which naturally support better work-life balance. The variance in job roles and industry expectations highlights the need for tailored work-life balance programs that cater to the specific needs of each industry to effectively enhance job satisfaction and retention rates (Collings et al., 2019).

Cultural differences also play a pivotal role in shaping employees' perceptions of work-life balance and job embeddedness. Cultures that emphasize collectivism, like many Asian cultures, often prioritize family and community over

individual work achievements (Hofstede, 1984). In such cultures, employees might expect more support for work-life balance initiatives that allow them to fulfill family and community obligations. Conversely, in individualistic cultures, common in

Western societies, personal achievement and career advancement may take precedence, affecting how employees perceive and prioritize work-life balance (Spector et al., 2017).

CONCLUSION

Based on the findings derived from this study, several conclusions can be drawn regarding the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. Specifically, it is evident that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Drawing from the research outcomes, organizations aiming to enhance strategies for managing Generation Z employees can implement specific recommendations. Firstly, prioritizing work-life balance initiatives is crucial. Companies should offer flexible working arrangements such as flexible hours, telecommuting options, and job-sharing arrangements. These measures empower employees to manage their work schedules effectively, reducing stress and enhancing satisfaction. Secondly, fostering a positive work environment is essential. Organizations can achieve this by aligning their values with Generation Z's priorities, promoting cultural alignment and engagement through open communication. Providing comprehensive benefits like pension guarantees, health insurance, and wellness programs also demonstrates a

commitment to employee well-being, which can reduce turnover intentions.

To strengthen employees' attachment to the organization, companies should focus on career development opportunities such as clear career paths, mentorship programs, and continuous learning. Recognition and rewards for achievements also play a crucial role in boosting morale and retaining Generation Z talent. By implementing these strategies, organizations improve work-life balance, job satisfaction, and retention among Generation Z employees and enhance their overall competitiveness in attracting and retaining talent in today's evolving workplace environment.

It is essential to acknowledge the limitations of this study, particularly the geographical bias towards Generation Z employees primarily located on the island of Java. Future research endeavors should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and, notably, the islands of Papua and Maluku.

Additionally, the industry-specific and cultural contexts emphasize the importance of considering these factors when generalizing the findings of this study. The effectiveness of work-life balance and job embeddedness strategies may vary significantly across different sectors and cultural settings. Therefore, while the study provides valuable insights into the relationship between these variables, organizations should be cautious when applying these findings universally. Future research should continue to explore these

contextual factors in greater detail, perhaps by conducting industry-specific or cross-cultural comparative studies. Such research could provide deeper insights into how different contexts influence work-life balance, job embeddedness, turnover intention, and employee retention, offering more refined guidance for organizations operating in diverse environments. Furthermore, future studies could explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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**7. Bukti email keputusan editor yang kedua yaitu
accepted with revision dan email balasan atas
pertanyaan (16 Juli 2024)**

4/2/25, 6:43 PM

Petra Christian University Mail - [BBR] Editor Decision 2 - 11277



Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

[BBR] Editor Decision 2 - 11277

3 messages

Eka Yanti Pangputri <epangputri@binus.edu>

Tue, Jul 16, 2024 at 11:59 AM

To: Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>
Cc: Binus Business Review <bbr@binus.edu>

Dear Mr./Mrs. Sherly Rosalina Tanoto and Erin Go Tami,

First of all, we would like to apologize for the long process.

We have reached a decision regarding your submission to Binus Business Review, "EXPLORING GENERATION Z'S RETENTION AND TURNOVER DYNAMICS THROUGH THE LENS OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS".

Our decision is to: Accept the submission for the third edition in 2024

Please send the revision (marked with a different color for the revision) and fill the Reply to Reviewer's Form (attached) within **two weeks** since receiving this e-mail so it can proceed to the next publication process. **If there are no comments, please refer to the "No" box.**

Moreover, please log into the journal website to upload your revision. The website is <https://journal.binus.ac.id/index.php/BBR>

or

You can send the revision directly by email to epangputri@binus.edu. We will help you to upload the document to our OJS.

You can also add the acknowledgment regarding your funding for the research (if any). We may have deleted the acknowledgment from your initial submission to conceal the authors' identity. The example can be seen in the acknowledgment template (attached). You can inform us if you do not receive a fund for this research.

Last, we will inform you regarding the Article Processing Charge (APC) after the editing process.

Thank you. Have a nice day.

Warmest Regards,



Eka Yanti Pangputri

BINUS Journal Officer

Scientific Research Publication | Research & Technology Transfer Office

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7 attachments

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4/2/25, 6:43 PM

Petra Christian University Mail - [BBR] Editor Decision 2 - 11277

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 **BBR Reply to Reviewer's Comments Form (Reviewer 3).docx**
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Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id> Tue, Jul 16, 2024 at 12:32 PM
To: Eka Yanti Pangputri <epangputri@binus.edu>
Cc: 'd11200070@john.petra.ac.id' <d11200070@john.petra.ac.id>, Binus Business Review <bbr@binus.edu>

Dear Mrs. Eka Yanti Pangputri,

Thank you very much for your email and for the acceptance of our submission for the third edition in 2024. We appreciate the opportunity to contribute to Binus Business Review.

However, we have a few questions regarding the review process:

1. One of the reviewers, specifically Reviewer 2, initially provided a decision of "rejected." However, in the initial review email, the decisions were "accepted with minor revision" and "major revision." This latest email seems to present a different outcome. Could you please clarify this discrepancy?
2. Regarding the feedback from Reviewer 2, how should we proceed in addressing their comments given their initial decision? Any specific guidance on how to handle their suggestions would be greatly appreciated.
3. The feedback from the reviewers in this latest email appears to differ from the previous feedback. Could you please provide direction on how to incorporate these new comments effectively?

We are eager to make the necessary revisions and ensure that our submission meets the journal's standards.

Thank you for your assistance and guidance on these matters.

[Quoted text hidden]

~
Blessings,
Sherly Rosalina Tanoto

Eka Yanti Pangputri <epangputri@binus.edu> Tue, Jul 16, 2024 at 1:38 PM
To: Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>
Cc: 'd11200070@john.petra.ac.id' <d11200070@john.petra.ac.id>, Binus Business Review <bbr@binus.edu>

Dear Ms. Sherly,

Thank you for the question.

First of all, we would like to apologize for the inconvenience.

For the article with major revision, there is a possibility that the article is rejected. Hence, we add the third reviewer.

We also agree with you that Reviewer 2 add more complex comments compared to the first review. It is suggested that you address the comments that you can revise.

We hope this information can help you.

Thank you. Have a nice day.

Warmest Regards,

Eka Yanti Pangputri

BINUS Journal Officer

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[Quoted text hidden]

CONTENT REVIEW FORM – BINUS BUSINESS REVIEW (BBR) JOURNAL REVIEWER 2

Article ID : 11277
 Title : UNDERSTANDING GENERATION Z: WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN RETENTION DYNAMICS
 Journal : BINUS BUSINESS REVIEW (BBR)

Please give **x** on the appropriate column

Objects of Evaluation	YES	NO	N/A
Title			
3. The title represents, describes, or reflects the paper's contents		V	
Detail comments on the Title: The topic of the article cannot represent the problems experienced by generation Z.			
Abstract			
11. The abstract describes briefly research problem(s) and objective(s)		v	
12. The abstract presents the research method in brief		v	
13. The abstract presents succinctly the most important or relevant finding		v	
14. The abstract presents the novelty/originality		v	
15. The abstract has three relevant keywords at least		v	
Detail comment on the Abstract: The abstract is too general and does not reveal which industries can be used as coverage of the problem			
Introduction			
7. The introduction briefly presents the importance or urgency of the research			v
8. The introduction describes the state-of-the-art and novelty of the research		v	
9. The introduction presents the research objectives clearly		v	
Detail comment in the Introduction: This section cannot explain in general how problems occur in an industry. So this must be the key to explaining the problems that occur, especially retention and turnover.			
Methods			
9. The method is clearly and systematically described	v		
10. Data collection is clearly described	v		
11. Data analysis is clearly described	v		
12. If any, all mathematical formulas are numbered consecutively		v	
Detail comments on the Methods: The method can be explained well and specifically			
Result and Discussion			
7. Data presentation and explanation are valid and reasonable	v		
8. Tables and figures are used effectively and efficiently	v		
9. Discussion/analysis is relevant to research results		v	
Detail comments on the Result and Discussion:			

Results cannot be generalized to all industries. I doubt that the results of this research can be developed in other industries because the researchers took samples from all industries. I recommend that this article cannot be continued in your journal.			
Conclusion			
9. The conclusion restates the research problem(s)/topic		v	
10. The conclusion presents a summary of the main finding(s)		v	
11. The conclusion presents the research implication(s)		v	
12. The conclusion presents the research limitations and suggestions for the future research		v	
Detail comments on the Conclusion: Conclusions cannot be used as a reference for results to other companies or other industries.			
Figures and Tables			
3. Figure and table captions should clearly describe the contents and can be understood without reading the body text	v		
Detail comments on Figures and Tables: -			
References			
3. References are relevant to support the research	v		
Detail comments on the References: -			

	Very Good	Good	Average	Poor
Contribution to science (originality)				v
Systematics				v
Writing				v

Result

Accepted

Accepted with Minor Revision

Major Revision

Rejected

v

Overall Comments

Briefly, the reviewer should describe

- the research topic addressed by the paper,
- the strengths of the paper,
- the weaknesses of the paper

If the reviewer finds too many grammar mistakes, the paper should be recommended to be evaluated by a professional proofreader.

Comments:

I recommend that this article cannot be continued for publication in your journal. Sampling cannot be carried out in all industries and the results cannot be generalized to other companies. If samples are taken from one industry or company, the results can be compared with different industries.

Appeal

We kindly encourage reviewers who have participated in reviewing articles for Binus Business Review journal to record your reviewing activities on the website to be recognized for your contributions as reviewer credits (for example Clarivate/ Publons). This action will help acknowledge their valuable input in the scholarly peer-review process. We appreciate your dedication and cooperation in maintaining the quality of our publications.

UNDERSTANDING GENERATION Z: WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN RETENTION DYNAMICS

Abstract – *The Great Resignation has presented a significant challenge for companies aiming to retain top talent, emphasizing the critical need for effective employee retention strategies. This study investigates how work-life balance influences employee retention and turnover intention among Generation Z employees, focusing on job embeddedness as a mediating factor. The research aims to understand the unique career expectations of Generation Z within various industries to inform strategies that enhance retention and mitigate turnover. Employing a quantitative approach, the study involves 373 Generation Z respondents across various industries. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling with Partial Least Squares as the analytical tool. The findings reveal significant relationships between various constructs: work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. These results highlight the importance of cultivating a supportive work-life balance environment and fostering strong organizational attachment among Generation Z employees to enhance retention and mitigate turnover intention. By understanding and addressing the varied career expectations of this demographic, companies can effectively navigate the challenges posed by the Great Resignation phenomenon and foster a more resilient and engaged workforce.*

Keywords: *work-life balance, employee retention, turnover intention, job embeddedness, generation Z*

INTRODUCTION

The Covid-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the "Great Resignation" phenomenon has seen a massive wave of workers globally opting to depart from their current positions (Kompas, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia and is projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees do not anticipate remaining in their current roles for more than two years,

while a staggering 84% are actively seeking new career prospects within the next six months (Michael Page, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, Aman-Ullah et al. (2023) delineate employee retention as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. Bharath (2023) further implies that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs.

Commented [A16]: This article has already carried out sampling. Every business has different retention and turnover problems so I do not recommend this article be published in your journal.

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). Lazzari et al. (2022) elaborate that turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can harm the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations seeking to retain this demographic within their ranks. Barhate and Dirani (2022) highlight three key career expectations of Generation Z: organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent (Barhate & Dirani, 2022).

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Gen Z

employee turnover and its causes. Much of the research conducted in developing countries has not incorporated underlying theories. Addressing this issue could lead to more accurate and practical outcomes. Furthermore, analyses of the literature indicate that data collection in developing countries often focuses on a single industry. In contrast, collecting data from various industries could provide a more comprehensive understanding of employee retention.

This research investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. The specific problem being analyzed is the challenge of retaining Generation Z employees in a post-pandemic world where job satisfaction and work-life balance are increasingly prioritized. This study adopts a broad approach that spans various industries, which is deliberate and advantageous for several reasons.

The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. By encompassing these various industries, the study aims to understand the diverse experiences and perceptions of Generation Z employees across different professional environments. Firstly, Indonesia's workforce comprises various industries with unique dynamics and challenges. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, the study aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments. Secondly, industry diversity enhances the generalizability of findings. While specific industry contexts may influence how work-life balance practices are implemented or perceived, overarching trends and insights that apply broadly across sectors can still be

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drawn. This inclusive approach allows for a more robust

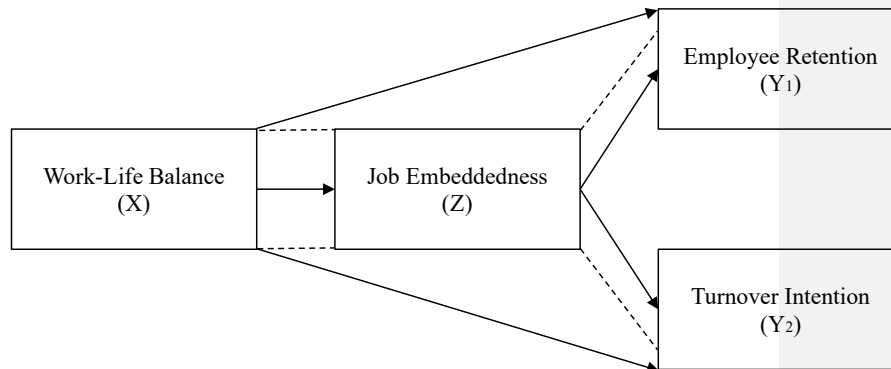


Figure 1 Research Model

understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. Thirdly, by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations on effective practices that transcend industry boundaries, promoting more universally applicable strategies for enhancing employee retention and reducing turnover.

In conclusion, the objective of this research is to provide a comprehensive understanding of how work-life balance impacts employee retention and turnover intention among Generation Z employees in Indonesia, considering the diversity of industries. By doing so, the study aims to offer valuable insights that can help organizations develop more effective strategies for retaining their Generation Z workforce.

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Bellmann and Hubler (2021) expound that work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains. When individuals balance

work and personal life, they can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

Aman-Ullah et al. (2022) established a notable positive correlation between work-life balance and employee retention. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti's (2014) conclusion regarding the influence of job satisfaction on employee retention. Similarly, Panda and Sahoo (2021) contend that work-life balance is significant and positively associated with employee retention. Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows:

H1: Work-life balance positively affects employee retention.

Aman-Ullah et al. (2022) identified a negative correlation between work-life

Commented [A18]: Each industry has different problems in retention and challenges for generation Z. So this article cannot be representative of the industry, especially generation Z

balance and turnover intention. This implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Ahmad Saufi et al. (2023) affirm that work-life balance negatively correlates with turnover intention. This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, a hypothesis is suggested:

H2: Work-life balance **negatively** affects turnover intention.

Azmy (2023) argues that job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Fakoor Saghih and Nosrati (2021), as referenced in Aman-Ullah et al. (2023b), delineate job embeddedness as encompassing psychological, social, and financial factors that impact employee retention within organizations. As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. Ahmad Saufi et al. (2023) suggest that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities. This contentment fosters a sense of job attachment. Furthermore, Fuchs et al. (2022) observed a positive correlation between work-life balance and employee job embeddedness. Consequently, when organizations institute policies supportive of work-life balance and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited:

H3: Work-life balance **positively** affects job embeddedness.

Aman-Ullah et al. (2023b) assert a significant correlation between job embeddedness and employee retention. When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Praveena et al. (2017), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender heightened commitment and a greater inclination to remain within the organizational fold. Juhdi et al. (2018) similarly highlight the positive association between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention. Therefore, a hypothesis is formulated as follows:

H4: Job embeddedness **positively** affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from researchers and practitioners, a comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). Fuchs et al. (2022) demonstrated that job embeddedness correlates negatively with turnover intention. When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and

longer tenures within the organization. Similarly, Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Their findings indicated that employees who feel strongly connected to the organization are less inclined to depart. Additionally, Peltokorpi and Allen (2024) state that employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty. Thus, based on these findings, a hypothesis is formulated:

H5: Job embeddedness **negatively** affects turnover intention.

Dechawatanapaisal (2017) revealed a positive correlation between work-life balance and organizational embeddedness. Awan et al. (2021) describe job embeddedness theory as employee retention due to the unique bond between employees and the organization. Aman-Ullah et al.'s (2023b) study validated the significant association between job embeddedness and employee retention. Furthermore, Thakur and Bhatnagar (2017) established that job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay. When employees experience job satisfaction, they often cultivate a supportive organizational culture that is not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated:

H6: Work-life balance **positively** affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. This represents a novel area for exploration, adding to the discussion's

intrigue. However, Thakur and Bhatnagar's (2017) study has demonstrated the influence of work-life balance on job embeddedness. Dechawatanapaisal (2017) similarly asserts the positive effect of work-life balance on organizational embeddedness. Fuchs et al. (2022) also highlight a positive correlation between work-life balance and employee job embeddedness.

Moreover, Ampofo and Karatepe (2022) propose that job embeddedness diminishes employee turnover intention. Conversely, Fuchs et al. (2022) indicate a negative relationship between job embeddedness and turnover intention. Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth:

H7: Work-life balance **negatively** affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. This study aims to address the research gaps identified by Aman-Ullah et al. (2023a) and expand upon previous theoretical frameworks within diverse industry sectors. Aman-Ullah et al.'s (2023b) study highlights the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors. Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee

retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

METHODS

This study aims to investigate the impact of the independent variable on the dependent variable, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using three items adapted from Haar's (2013) research. Employee retention is assessed through eleven items adapted from Kyndt et al.'s (2009) study. Turnover intention is measured using five items adapted from Crossley et al.'s (Crossley et al., 2007) research. Job embeddedness is evaluated through seven items adapted from Crossley et al.'s (2007) investigation.

This study used a non-probability sampling technique, a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the study, but instead, participants are selected by the researcher, referred to the researcher, or self-select to participate in the study (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

The criteria for selecting respondents in this study are designed to ensure relevance and consistency in exploring the dynamics of work-life

balance, employee retention, and turnover intention among Generation Z employees in Indonesia. Respondents are identified explicitly as individuals born between 1997 and 2005, aligning with the generational cohort definitions for Generation Z. This age range is chosen based on established generational research that characterizes Generation Z by their distinctive values, behaviors, and career expectations. Additionally, respondents must have served as permanent employees within their organizations for at least one year. This criterion aims to capture insights from individuals with sufficient tenure to provide meaningful perspectives on their experiences with work-life balance, retention factors, and turnover intentions. By focusing on permanent employees, the study explores retention challenges and turnover dynamics among individuals who have committed to their current roles, thereby enhancing the depth and relevance of the findings.

The research does not restrict itself to specific industries but instead encompasses diverse sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented in the study include but are not limited to, technology, finance, healthcare, hospitality, and others. This diverse industry focus allows for a broader exploration of commonalities and differences in retention challenges Generation Z faces across different sectors, ultimately contributing to more robust findings for talent management strategies. Distribution of the research questionnaire via Google Forms yielded 373 eligible respondents. Of the 477 respondents, 104 did not meet the criteria, namely, not being born between 1997 and 2005 or not serving as permanent employees for at least one year.

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Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2019). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. Hair et al. (2021) suggest that the outer loading value must be greater than 0.5, and ideally, outer loading has a value that is in the range of 0.7–0.8, while the criterion for AVE is the value should be 0.5 (50%) or higher (Hair Jr et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Cheung et al. (2023), discriminant validity requires that each indicator load uniquely on only one construct. If the identical indicator measures two constructs, it is difficult to argue that they differ. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. Ghazali and Latan (2014) propose

that a high coefficient of determination signifies a robust influence of the independent variable on the dependent variable, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the T-statistic value is greater than ($>$) 1.96 and the P-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

This study analyzed data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21-23 years old ($n=197$), followed by 24-26 years old ($n=128$) and 18-20 years old ($n=48$). Regarding employment status, most respondents were employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1-3 years, 34 for 4-6 years, 5 for 7-9 years, and 2 for $\geq$ ten years. Regarding job positions, the majority of respondents held staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18-20 years old	48
	21-23 years old	197
	24-26 years old	128
Status of employment	Private employee	359
Length of employment	Civil servants	14
	1-3 years	332
	4-6 years	34

Employee position	7-9 years	5
	≥ 10 years	2
	Staff	210
Sector	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28
	Mining & Energy	5
	Agriculture	3
	Manufacture	46
	Consumer Goods	38
	Health	12
	Finance	46
	Property	10
	Technology	28
	Infrastructure	14
	Transportation & Logistics	21
	Investment	1
	Restaurants & Hotels	21
	Others	128

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. Based on this table, it can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's Average Variance Extracted (AVE) value shows a

number greater than 0.5. So, it can be concluded that all variables in this study are valid.

The second stage is the reliability test. Table 3 shows the reliability test results of this study's variables. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables in this study are reliable.

The results of the discriminant validity test can be seen in Table 3. From the table, it can be seen that the indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

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Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: plan to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: decline outside offer		0.569		
ER9: job importance		0.732		
ER10: like current job		0.825		
TI1: intend to leave			0.920	
TI2: plan to depart			0.942	
TI3: exit soon			0.928	
TI4: leaving shortly			0.944	
TI5: maybe leave soon			0.888	
JE1: feel committed				0.663
JE2: challenging to leave				0.831
JE3: too entrenched				0.730
JE4: feel dependent				0.841
JE5: cannot leave				0.889
JE6: not easy exit				0.868

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Table 4 The Results of Cross Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393
ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

Table 4 shows that the indicators of the variables work-life balance, job embeddedness, employee retention, and turnover intention have higher cross-loading values on their variables compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have good discriminant validity values and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

The next stage is the coefficient of determination (R^2). Table 5 shows that the job embeddedness variable can be influenced by work-life balance by 10.90%,

and the remaining 89.10% is explained by other variables not included in this study. The employee retention variable can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. The turnover intention variable can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%. The fourth analysis stage involves hypothesis testing, the results of which are presented in Table 6. The table reveals that work-life balance positively influences employee retention by 44.4%.

The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to Bhende et al. (2020), improved work-life balance indicates better performance among workers and the organization. Bahar et al. (2022) found that employees with a higher work-life balance at work will show more favorable of their work and exhibit more positive qualities. The mean analysis results from work-life balance is 3.806, categorized as high. Specifically, item WLB2, with a mean of 3.834, shows that employees enjoy every part of their lives equally, suggesting high overall satisfaction. These findings support that Generation Z employees perceive an excellent balance between work and personal life, leading to enhanced performance and positive workplace behavior. When employees feel balanced between work and personal life, they are less stressed and more satisfied. This balance allows them to be more engaged and productive at work, fostering a positive work environment. The psychological satisfaction from maintaining this balance translates into better job performance and more favorable work attitudes.

Furthermore, work-life balance negatively affects turnover intention by - 25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by Lestari and Margaretha (2021) and Parray et al. (2023), which found that work-life balance negatively impacts turnover intention. The mean analysis shows that employees are satisfied with their work-life balance (mean = 3.806), particularly on items like WLB3 (mean = 3.799), which indicates employees can balance work demands with personal life. This high level of satisfaction likely reduces stress and the desire to leave the company. Thus, a well-maintained work-

life balance minimizes employees' likelihood of leaving their jobs, as supported by Kakar et al. (2021) and Ahmad Saufi et al. (2023). Reduction of stress and burnout plays a critical role here. When employees can balance their work and personal lives, they experience lower levels of stress, which directly impacts their desire to stay with the organization. High stress and burnout levels are significant predictors of turnover intention, so maintaining a work-life balance helps mitigate these risks, leading to lower turnover rates. Aman-Ullah et al. (2022) also found a negative relationship between work-life balance and turnover intention. The study stated that when employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. Ahmad Saufi et al. (2023) also found that work-life balance negatively correlates with turnover intention. Employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with those of Fuchs et al. (2022), who established a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of practices conducive to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees. The high mean values for work-life balance indicators, such as WLB2 (mean = 3.834), show that employees feel integrated into their personal and professional lives, fostering a sense of prosperity and embeddedness within the organization. When employees perceive that their organization supports their work-

life balance, they develop a stronger attachment to the organization. This perception enhances their sense of

belonging and commitment, making them more embedded within the organizational culture and less likely to consider leaving.

Table 5 The Results of R-Square

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O /STDEV)	P-Values
Work-Life Balance -> Employee Retention	0.444	10.290	0.000
Work-Life Balance -> Turnover Intention	-0.252	4.370	0.000
Work-Life Balance -> Job Embeddedness	0.330	6.832	0.000
Job Embeddedness -> Employee Retention	0.372	8.945	0.000
Job Embeddedness -> Turnover Intention	-0.138	2.173	0.030

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Praveena et al.'s (2017) research, which established a significant relationship between job embeddedness and employee retention. The mean analysis for job embeddedness indicates a mean of 2.953, categorized as sufficient, with the highest mean on item JE1 (mean = 3.255), showing that employees feel attached to their organization. This attachment fosters commitment and a propensity to remain within the organization. Job embeddedness involves the extent to which employees feel integrated into their work environment and community. When employees are embedded, they perceive high costs associated with leaving the organization, including loss of social connections and benefits, making them more likely to stay.

Furthermore, job embeddedness negatively affects turnover intention, reducing -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of

H5. This finding is consistent with Mashi et al.'s (2022) research, indicating that employees with organizational solid attachment are less likely to leave. The mean analysis results show that job embeddedness is sufficient (mean = 2.953), and item JE2, with the smallest standard deviation (SD = 1.086), indicates respondents share a common perception of difficulty in leaving the organization, thereby reducing turnover intention. Ampofo and Karatepe's (2022) study indicates that job embeddedness reduces employee turnover intention. This is because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Fuchs et al. (2022) found that job embeddedness negatively correlates with turnover intention. When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. Mashi et al. (2022) also found a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached

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to the organization are less likely to leave the organization. Job embeddedness creates a psychological and practical bond between the employee and the organization. The stronger this bond, the less likely employees are to consider other job opportunities, as the perceived benefits of staying outweigh those of leaving.

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance variable exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay. The high mean for work-life balance (3.806) and sufficient mean for job embeddedness (2.953) illustrate how these factors enhance employee retention. Job embeddedness acts as a buffer. When employees experience high work-life balance, they become more embedded in their jobs. This embeddedness then strengthens their attachment to the organization, enhancing retention rates.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention. The low overall mean for turnover intention (2.265) suggests that employees are less likely to leave their organization, and job

embeddedness plays a crucial role in this relationship. Thus, this study emphasizes the mediating role of job embeddedness in the relationship between work-life balance and turnover intention. High work-life balance increases job embeddedness, which in turn reduces turnover intention. This two-step process highlights the importance of fostering both elements to effectively manage employee turnover.

The findings of this study should be considered within the context of the diverse industry backgrounds of the respondents. The sample includes employees from mining and energy, agriculture, manufacturing, consumer goods, healthcare, finance, real estate, technology, infrastructure, transportation and logistics, investment, and hospitality. Each of these industries presents unique work environments, job demands, and cultural norms that can significantly influence the relationship between work-life balance, job embeddedness, turnover intention, and employee retention.

For instance, high-stress industries like healthcare and finance often demand long working hours and high levels of dedication, making work-life balance a critical factor for employee performance and retention ((Keeton et al., 2007; McCarthy et al., 2011). In contrast, industries such as technology and creative sectors may offer more flexible work arrangements, which naturally support better work-life balance. The variance in job roles and industry expectations highlights the need for tailored work-life balance programs that cater to the specific needs of each industry to effectively enhance job satisfaction and retention rates (Collings et al., 2019).

Cultural differences also play a pivotal role in shaping employees' perceptions of work-life balance and job embeddedness. Cultures that emphasize collectivism, like many Asian cultures, often prioritize family and community over

individual work achievements (Hofstede, 1984). In such cultures, employees might expect more support for work-life balance initiatives that allow them to fulfill family and community obligations. Conversely, in individualistic cultures, common in

Western societies, personal achievement and career advancement may take precedence, affecting how employees perceive and prioritize work-life balance (Spector et al., 2017).

CONCLUSION

Based on the findings derived from this study, several conclusions can be drawn regarding the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. Specifically, it is evident that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Drawing from the research outcomes, organizations aiming to enhance strategies for managing Generation Z employees can implement specific recommendations. Firstly, prioritizing work-life balance initiatives is crucial. Companies should offer flexible working arrangements such as flexible hours, telecommuting options, and job-sharing arrangements. These measures empower employees to manage their work schedules effectively, reducing stress and enhancing satisfaction. Secondly, fostering a positive work environment is essential. Organizations can achieve this by aligning their values with Generation Z's priorities, promoting cultural alignment and engagement through open communication. Providing comprehensive benefits like pension guarantees, health insurance, and wellness programs also demonstrates a commitment to employee well-being, which can reduce turnover intentions.

To strengthen employees' attachment to the organization, companies should focus on career development opportunities such as clear career paths, mentorship programs, and continuous learning. Recognition and rewards for achievements also play a crucial role in boosting morale and retaining Generation Z talent. By implementing these strategies, organizations improve work-life balance, job satisfaction, and retention among Generation Z employees and enhance their overall competitiveness in attracting and retaining talent in today's evolving workplace environment.

It is essential to acknowledge the limitations of this study, particularly the geographical bias towards Generation Z employees primarily located on the island of Java. Future research endeavors should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and, notably, the islands of Papua and Maluku.

Additionally, the industry-specific and cultural contexts emphasize the importance of considering these factors when generalizing the findings of this study. The effectiveness of work-life balance and job embeddedness strategies may vary significantly across different sectors and cultural settings. Therefore, while the study provides valuable insights into the relationship between these variables, organizations should be cautious when applying these findings universally. Future research should continue to explore these contextual factors in greater detail, perhaps by conducting industry-specific or cross-cultural comparative studies. Such research could provide deeper insights into how different contexts influence work-life balance, job embeddedness, turnover intention, and employee retention, offering more refined guidance for organizations operating in diverse environments. Furthermore, future studies could explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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CONTENT REVIEW FORM – BINUS BUSINESS REVIEW (BBR) JOURNAL

Article ID : UNDERSTANDING GENERATION Z: WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN RETENTION DYNAMICS
 Title :
 Journal : BINUS BUSINESS REVIEW (BBR)

Please give **x** on the appropriate column

Objects of Evaluation	YES	NO	N/A
Title			
1. The title represents, describes, or reflects the paper's contents		v	
Detail comments on the Title: Topics like this are often circulated now, only the variables are different			
Abstract			
1. The abstract describes briefly research problem(s) and objective(s)		v	
2. The abstract presents the research method in brief	v		
3. The abstract presents succinctly the most important or relevant finding		v	
4. The abstract presents the novelty/originality		v	
5. The abstract has three relevant keywords at least	v		
Detail comment on the Abstract: It hasn't been explained what industry it is, because employee transfers are requested, so it must be clearly stated, which industry has the greatest retention?			
Introduction			
1. The introduction briefly presents the importance or urgency of the research		v	
2. The introduction describes the state-of-the-art and novelty of the research		v	
3. The introduction presents the research objectives clearly	v		
Detail comment in the Introduction: It is written that the phenomenon of Mass Resignations poses relevant challenges for organizations. It seems that this does not happen in Indonesia, because campus graduates really need jobs, because the number of graduates is greater than the number of jobs available.			
Methods			
1. The method is clearly and systematically described		v	
2. Data collection is clearly described	v		
3. Data analysis is clearly described	v		
4. If any, all mathematical formulas are numbered consecutively			v
Detail comments on the Methods: The number of samples is 373 out of 477 distributed, there is no formula yet, where the population and sample figures come from and what industry is used as the research object has not been written clearly here.			
Result and Discussion			
1. Data presentation and explanation are valid and reasonable	v		
2. Tables and figures are used effectively and efficiently	v		
3. Discussion/analysis is relevant to research results		v	
Detail comments on the Result and Discussion:			

The research model is interesting, because it produces two objectives, if developed with different variables it would be more interesting.
If the results of this research are continued by comparing the results between Y1 and Y2, the discussion will become more varied.
There is no visible novelty in this research.

Conclusion

1. The conclusion restates the research problem(s)/topic

V

2. The conclusion presents a summary of the main finding(s)

V

3. The conclusion presents the research implication(s)

V

4. The conclusion presents the research limitations and suggestions for the future research

V

Detail comments on the Conclusion:

It would be better if the conclusion explains the research question briefly and clearly and without being long-winded because it has been discussed in the previous chapter, so that the implications, limitations and research suggestions section has a larger portion.

Figures and Tables

1. Figure and table captions should clearly describe the contents and can be understood without reading the body text

V

Detail comments on Figures and Tables:

Quite clear

References

1. References are relevant to support the research

V

Detail comments on the References:

The number of papers is 51 papers

	Very Good	Good	Average	Poor
Contribution to science (originality)			V	
Systematics			V	
Writing		V		

Result

Accepted

Accepted with Minor Revision

Major Revision

Rejected

V

Overall Comments

Job engagement greatly influences employee retention and turnover intentions, in plain view this has been the case so far, so the Novelty has not been raised here
The sample includes employees from many industries, so it is not yet focused on which industries need to be improved
The population number has not been measured, using what method, so it becomes 477,

Appeal

We kindly encourage reviewers who have participated in reviewing articles for Binus Business Review journal to record your reviewing activities on the website to be recognized for your contributions as reviewer credits (for example Clarivate/ Publons). This action will help acknowledge their valuable input in the scholarly peer-review process. We appreciate your dedication and cooperation in maintaining the quality of our publications.

REPLY TO REVIEWER'S COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

No	Comment	Reply to Comment	Page No.
1.			
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8. Bukti email submit revisi yang kedua (30 Juli 2024)

4/2/25, 7:26 PM

Petra Christian University Mail - Reminder 1: [BBR] Editor Decision 2 - 11277



Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

Reminder 1: [BBR] Editor Decision 2 - 11277

Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>

Tue, Jul 30, 2024 at 1:00 PM

To: Eka Yanti Pangputri <epangputri@binus.edu>

Cc: "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>, Binus Business Review <bbr@binus.edu>

Dear Mrs. Eka Yanti Pangputri,

Thank you for your prompt response and clarification.

We appreciate the explanation regarding the review process and the addition of the third reviewer. We understand the importance of addressing the feedback thoroughly to meet the journal's standards.

We have completed the revisions to our paper, incorporating the comments and suggestions from the reviewers to the best of our ability. The revised manuscript is marked with a different color to highlight the changes made.

Attached to this email, you will find the revised manuscript and the completed Reply to Reviewer's Form. If there are any further revisions or clarifications needed, please do not hesitate to let us know. Additionally, we would like to inform you that we used our own funds to conduct this research, and there was no external funding involved.

Thank you once again for your guidance and support throughout this process.

We look forward to the next steps in the publication process.

[Quoted text hidden]

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Blessings,
Sherly Rosalina Tanoto

3 attachments

BBR Reply to Reviewer's Comments Form (Reviewer 3).docx
29K

11277_Comments 2 (Reviewer 2) revised.docx
184K

BBR Reply to Reviewer's Comments Form (Reviewer 2).docx
29K

REPLY TO REVIEWER'S 2 COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

No	Comment	Reply to Comment	Page No.
8.	Abstract: The topic of the article cannot represent the problems experienced by generation Z. The abstract is too general and does not reveal which industries can be used as coverage of the problem This article has already carried out sampling. Every business has different retention and turnover problems so I do not recommend this article be published in your journal	Thank you for your valuable feedback on our manuscript. We appreciate your concern regarding the generalizability of our findings across different businesses with unique retention and turnover challenges. In response, we have revised the abstract to emphasize the cross-industry applicability and relevance of our study.	1
9.	Introduction: This section cannot explain in general how problems occur in an industry. So this must be the key to explaining the problems that occur, especially retention and turnover. Each industry has different problems in retention and challenges for generation Z. So this article cannot be representative of the industry, especially generation Z	Thank you for your insightful comments and feedback. We appreciate the opportunity to address your concerns regarding the generalizability of our study across different industries, particularly in relation to Generation Z retention and turnover challenges. We recognize that each industry has unique retention challenges and factors that influence Generation Z employees. Our intention in adopting a multi-industry approach was to capture a broad spectrum of experiences and perceptions that Generation Z employees face in various professional environments.	2
10.	Introduction: You cannot generalize that all industries have the same problems. If you take a sample from all industries, then you certainly cannot generalize the results.	We fully agree that industry-specific studies are essential for understanding the unique dynamics within each sector. Our study aims to provide a foundational understanding that can be further refined through more focused, industry-specific research. We have included a	

		discussion on the limitations of our study and emphasized the need for future research to delve deeper into the specific challenges faced by different industries. We hope this explanation clarifies our approach and the intent behind our study design. We believe our findings offer valuable insights that can guide further research and help organizations develop more effective retention strategies tailored to their specific industry contexts. Thank you once again for your valuable feedback.	
11.	Methods: The selection of respondents was too general to ensure employee retention. So this article must choose which industries can be used as research objects	Thank you for your valuable feedback. We appreciate your concern regarding the selection of respondents. Our intention in including a broad range of industries was to capture a comprehensive view of the dynamics affecting Generation Z employees across various sectors in Indonesia. We recognize that different industries may have unique challenges related to retention and turnover. However, by encompassing multiple industries, our study aims to identify overarching trends and insights that can be applicable across different contexts.	
12.	Methods: The industry selection is too general and recommendations cannot be made equally. Every company or industry has different problems with retention and turnover	While we understand the importance of industry-specific analyses, our current study provides a foundational understanding that can be further explored in future research focused on individual industries. We believe that this broader approach offers valuable	

		preliminary insights that can guide more detailed, industry-specific studies in the future.	
13.	Results and Discussion: Results cannot be generalized to all industries. I doubt that the results of this research can be developed in other industries because the researchers took samples from all industries. I recommend that this article cannot be continued in your journal. These results cannot be used as a basis for recommendations for turnover and retention aspects. At the Scopus level there will be problems with what final conclusions or recommendations have implications from the research results. Each industry has different problems to overcome turnover and retention, especially those related to work-life balance and job embeddedness.	Thank you for your insightful feedback. We acknowledge that the results presented may not be directly applicable to turnover and retention recommendations at a broad Scopus level due to industry-specific challenges. To address this, we plan to: • Suggest additional research that targets different industries to provide more tailored recommendations. • Discuss potential adaptations of the results for different sectors, considering unique industry challenges and characteristics. Thank you once again for your valuable feedback.	12

REPLY TO REVIEWER'S 3 COMMENTS

Please use **red color font** or **Track Changes** to indicate the revisions in the article and specify the revisions done in the **Reply to Comment** column.

No	Comment	Reply to Comment	Page No.
14.	Title: Topics like this are often circulated now, only the variables are different	Thank you for your feedback. We acknowledge that the topic of employee retention and turnover is widely discussed. However, our study aims to provide unique insights by focusing on Generation Z employees in Indonesia, a demographic that has not been extensively studied in this context. By examining specific variables such as work-life balance and job embeddedness, we believe our research contributes new and valuable findings to the existing body of literature.	
15.	Abstract: It hasn't been explained what industry it is, because employee transfers are requested, so it must be clearly stated, which industry has the greatest retention?	We appreciate your suggestion. While our study encompasses various industries to capture a broad perspective, we understand the importance of industry-specific insights. In our revised manuscript, we have included explanations and breakdowns of the industries represented in our sample.	
16.	Introduction: It is written that the phenomenon of Mass Resignations poses relevant challenges for organizations. It seems that this does not happen in Indonesia, because campus graduates really need jobs, because the number of graduates is greater than the number of jobs available.	Thank you for this observation. While it is true that the job market dynamics in Indonesia differ from other regions, the phenomenon of mass resignations, or the "Great Resignation," still poses challenges among certain demographics, including Generation Z.	
17.	Methods: The number of samples is 373 out of 477 distributed, there is	Thank you for your feedback. We have clarified the details regarding the sample selection and industry representation in our study.	5-6

	no formula yet, where the population and sample figures come from and what industry is used as the research object has not been written clearly here.	1. Sample Selection and Criteria: The research questionnaire was distributed online from October to November 2023, via Google Forms. We received a total of 477 responses. Out of these, 373 respondents met our inclusion criteria: being born between 1997 and 2005 and serving as permanent employees within their organizations for at least one year. The remaining 104 responses were excluded because they did not meet these criteria. 2. Population and Industry Representation: Our study does not restrict itself to a specific industry but instead includes a diverse range of sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented in the study include technology, finance, healthcare, hospitality, and others. This diversity allows for a broader exploration of commonalities and differences in retention challenges faced by Generation Z across different sectors, ultimately contributing to more robust findings for talent management strategies.	
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		3. Clarification in Manuscript: We have updated the manuscript to include detailed information on the sample selection process, criteria for inclusion, and the range of industries covered in the study. We hope these revisions address your concerns and provide the necessary clarity.	
18.	Results and Discussion: The research model is interesting, because it produces two objectives, if developed with different variables it would be more interesting. If the results of this research are continued by comparing the results between Y1 and Y2, the discussion will become more varied. There is no visible novelty in this research.	We appreciate your positive feedback on our research model. We agree that including additional variables could provide further insights and enhance the study's interest. For the current research, our primary aim was to establish foundational relationships between work-life balance, job embeddedness, and the dual outcomes of employee retention and turnover intention. Future research could indeed expand on these findings by incorporating additional variables and conducting comparative analyses between the two outcomes to offer more varied discussions and novel insights.	11
19.	Conclusion: It would be better if the conclusion explains the research question briefly and clearly and without being long-winded because it has been discussed in the previous chapter, so that the implications, limitations and research suggestions section has a larger portion.	Thank you for your suggestion regarding the conclusion. We have revised the conclusion to provide a concise summary of the research questions and key findings. This allows us to dedicate more space to discussing the implications, limitations, and suggestions for future research, ensuring these critical sections receive adequate attention.	12

UNDERSTANDING GENERATION Z: WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN RETENTION DYNAMICS

Abstract – *The Great Resignation has presented a significant challenge for companies aiming to retain top talent, emphasizing the critical need for effective employee retention strategies. This study investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees across various industries in Indonesia. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, this research aims to capture the diverse experiences and perceptions of Generation Z employees. Employing a quantitative approach, the study involves 373 Generation Z respondents across various industries. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling with Partial Least Squares as the analytical tool. The findings reveal significant relationships between various constructs: work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. The inclusion of diverse industries ensures that the results are broadly applicable, offering practical recommendations for fostering a resilient and engaged workforce in different professional environments. Future research should continue to explore industry-specific nuances to further enrich our understanding of these critical issues.*

Keywords: work-life balance, employee retention, turnover intention, job embeddedness, generation Z

INTRODUCTION

The Covid-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the "Great Resignation" phenomenon has seen a massive wave of workers globally opting to depart from their current positions (Kompas, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia and is projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees do not anticipate remaining in their current roles for more than two years, while a staggering 84% are actively seeking

new career prospects within the next six months (Michael Page, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, Aman-Ullah et al. (2023) delineate employee retention as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. Bharath (2023) further implies that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs.

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon

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securing a more favorable alternative (Bright, 2021). Lazzari et al. (2022) elaborate that turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can harm the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations seeking to retain this demographic within their ranks. Barhate and Dirani (2022) highlight three key career expectations of Generation Z: organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent (Barhate & Dirani, 2022).

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Gen Z employee turnover and its causes. Much of the research conducted in developing countries has not incorporated underlying

theories. Addressing this issue could lead to more accurate and practical outcomes. Furthermore, analyses of the literature indicate that data collection in developing countries often focuses on a single industry. In contrast, collecting data from various industries could provide a more comprehensive understanding of employee retention.

This research investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. The specific problem being analyzed is the challenge of retaining Generation Z employees in a post-pandemic world where job satisfaction and work-life balance are increasingly prioritized. This study adopts a broad approach that spans various industries, which is deliberate and advantageous for several reasons.

The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. By encompassing these various industries, the study aims to understand the diverse experiences and perceptions of Generation Z employees across different professional environments. Firstly, Indonesia's workforce comprises various industries with unique dynamics and challenges. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, the study aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments. Secondly, industry diversity enhances the generalizability of findings. While specific industry contexts may influence how work-life balance practices are implemented or perceived, overarching trends and insights that apply broadly across sectors can still be drawn. This inclusive approach allows for a more robust understanding of the factors influencing employee retention and

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turnover intention, regardless of industry specifics. Thirdly, by examining various industries, the research can identify

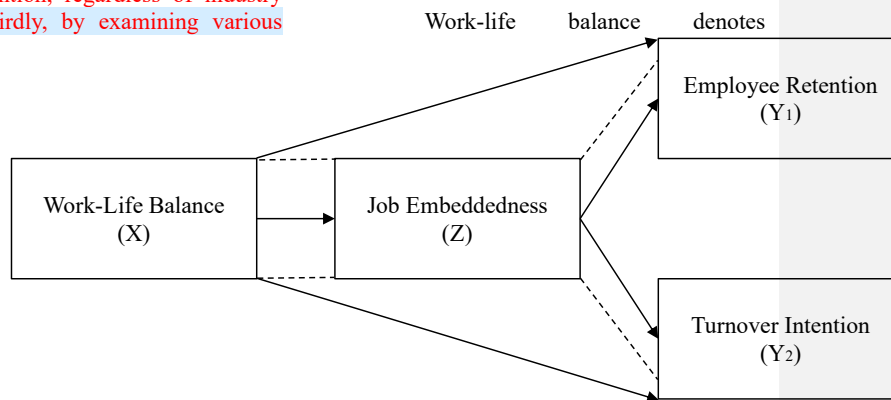


Figure 1 Research Model

commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations on effective practices that transcend industry boundaries, promoting more universally applicable strategies for enhancing employee retention and reducing turnover.

In conclusion, the objective of this research is to provide a comprehensive understanding of how work-life balance impacts employee retention and turnover intention among Generation Z employees in Indonesia, considering the diversity of industries. By doing so, the study aims to offer valuable insights that can help organizations develop more effective strategies for retaining their Generation Z workforce.

However, it is important to note that while our findings offer valuable insights into common factors influencing employee retention and turnover intention, they may not fully capture the specificities of individual sectors. The results provide a broad understanding but should not be generalized as representative of every industry. We acknowledge the necessity for industry-specific studies to delve deeper into the unique challenges and develop targeted solutions tailored to each sector.

individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Bellmann and Hubler (2021) expound that work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains. When individuals balance work and personal life, they can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

Aman-Ullah et al. (2022) established a notable positive correlation between work-life balance and employee retention. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti's (2014) conclusion regarding the influence of job satisfaction on employee retention. Similarly, Panda and Sahoo (2021) contend that work-life balance is significant and positively associated with employee retention. Factors such as workplace flexibility, familial and social support, effective teamwork and communication,

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opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows:

H1: Work-life balance **positively** affects employee retention.

Aman-Ullah et al. (2022) identified a negative correlation between work-life balance and turnover intention. This implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Ahmad Saufi et al. (2023) affirm that work-life balance negatively correlates with turnover intention. This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, a hypothesis is suggested:

H2: Work-life balance **negatively** affects turnover intention.

Azmy (2023) argues that job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Fakoor Saghih and Nosrati (2021), as referenced in Aman-Ullah et al. (2023), delineate job embeddedness as encompassing psychological, social, and financial factors that impact employee retention within organizations. As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. Ahmad Saufi et al. (2023) suggest that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities. This contentment fosters a

sense of job attachment. Furthermore, Fuchs et al. (2022) observed a positive correlation between work-life balance and employee job embeddedness. Consequently, when organizations institute policies supportive of work-life balance and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited:

H3: Work-life balance **positively** affects job embeddedness.

Aman-Ullah et al. (2023) assert a significant correlation between job embeddedness and employee retention. When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Praveena et al. (2017), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender heightened commitment and a greater inclination to remain within the organizational fold. Juhdi et al. (2018) similarly highlight the positive association between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention. Therefore, a hypothesis is formulated as follows:

H4: Job embeddedness **positively** affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from researchers and practitioners, a

comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). Fuchs et al. (2022) demonstrated that job embeddedness correlates negatively with turnover intention. When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and longer tenures within the organization. Similarly, Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Their findings indicated that employees who feel strongly connected to the organization are less inclined to depart. Additionally, Peltokorpi and Allen (2024) state that employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty. Thus, based on these findings, a hypothesis is formulated:

H5: Job embeddedness **negatively** affects turnover intention.

Dechawatanapaisal (2017) revealed a positive correlation between work-life balance and organizational embeddedness. Awan et al. (2021) describe job embeddedness theory as employee retention due to the unique bond between employees and the organization. Aman-Ullah et al.'s (2023) study validated the significant association between job embeddedness and employee retention. Furthermore, Thakur and Bhatnagar (2017) established that job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay. When employees experience job satisfaction, they often cultivate a supportive organizational culture that is not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated:

H6: Work-life balance **positively** affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. This represents a novel area for exploration, adding to the discussion's intrigue. However, Thakur and Bhatnagar's (2017) study has demonstrated the influence of work-life balance on job embeddedness. Dechawatanapaisal (2017) similarly asserts the positive effect of work-life balance on organizational embeddedness. Fuchs et al. (2022) also highlight a positive correlation between work-life balance and employee job embeddedness.

Moreover, Ampofo and Karatepe (2022) propose that job embeddedness diminishes employee turnover intention. Conversely, Fuchs et al. (2022) indicate a negative relationship between job embeddedness and turnover intention. Mashi et al. (2022) observed a negative association between job embeddedness and turnover intention. Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth:

H7: Work-life balance **negatively** affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. This study aims to address the research gaps identified by Aman-Ullah et al. (2023a) and expand upon previous theoretical

frameworks within diverse industry sectors. Aman-Ullah et al.'s (2023) study highlights the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors. Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

METHODS

This study aims to investigate the impact of the independent variable on the dependent variable, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using three items adapted from Haar's (2013) research. Employee retention is assessed through eleven items adapted from Kyndt et al.'s (2009) study. Turnover intention is measured using five items adapted from Crossley et al.'s (Crossley et al., 2007) research. Job embeddedness is evaluated through seven items adapted from Crossley et al.'s (2007) investigation.

This study used a non-probability sampling technique, a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the study, but instead, participants are selected by the

researcher, referred to the researcher, or self-select to participate in the study (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

The criteria for selecting respondents in this study are designed to ensure relevance and consistency in exploring the dynamics of work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. Respondents are identified explicitly as individuals born between 1997 and 2005, aligning with the generational cohort definitions for Generation Z. This age range is chosen based on established generational research that characterizes Generation Z by their distinctive values, behaviors, and career expectations. Additionally, respondents must have served as permanent employees within their organizations for at least one year. This criterion aims to capture insights from individuals with sufficient tenure to provide meaningful perspectives on their experiences with work-life balance, retention factors, and turnover intentions. By focusing on permanent employees, the study explores retention challenges and turnover dynamics among individuals who have committed to their current roles, thereby enhancing the depth and relevance of the findings.

The research does not restrict itself to specific industries but instead encompasses diverse sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented in the study include but are not limited to, technology, finance, healthcare, hospitality, and others. This diverse industry focus allows for a broader exploration of commonalities and differences in retention challenges

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Generation Z faces across different sectors, ultimately contributing to more robust findings for talent management strategies.

The research questionnaire was distributed online from October to November 2023, via Google Forms. This yielded 373 eligible respondents from the 477 total responses. The criteria for inclusion were clearly defined: respondents had to be born between 1997 and 2005 and be permanent employees who have worked at their current company for at least one year. Consequently, 104 respondents who did not meet these criteria were excluded from the analysis.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2019). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. Hair et al. (2021) suggest that the outer loading value must be greater than 0.5, and ideally, outer loading has a value that is in the range of 0.7–0.8, while the criterion for AVE is the value should be 0.5 (50%) or higher (Hair Jr et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against

every variable. According to Cheung et al. (2023), discriminant validity requires that each indicator load uniquely on only one construct. If the identical indicator measures two constructs, it is difficult to argue that they differ. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. Ghazali and Latan (2014) propose that a high coefficient of determination signifies a robust influence of the independent variable on the dependent variable, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the T-statistic value is greater than ($>$) 1.96 and the P-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

This study analyzed data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21-23 years old ($n=197$), followed by 24-26 years old ($n=128$) and 18-20 years old ($n=48$). Regarding employment status, most respondents were employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1-3 years, 34 for 4-6 years, 5 for 7-9 years, and 2 for $\geq$ ten years. Regarding job positions, the majority of respondents held staff positions

(n=210), followed by low-level managers (n=100), middle-level managers (n=35), and top-level managers (n=28).

Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18-20 years old	48
	21-23 years old	197
	24-26 years old	128
	Private employee	359
Status of employment	Civil servants	14
Length of employment	1-3 years	332
	4-6 years	34
	7-9 years	5
	≥ 10 years	2
Employee position	Staff	210
	Low-level manager	100
Sector	Middle-level manager	35
	Top-level manager	28
	Mining & Energy	5
	Agriculture	3
	Manufacture	46
	Consumer Goods	38
	Health	12
	Finance	46
	Property	10
	Technology	28
	Infrastructure	14
	Transportation & Logistics	21
	Investment	1
	Restaurants & Hotels	21
	Others	128

The first stage is validity testing, namely convergent validity and

discriminant validity. Table 2 shows the results of the convergent validity test. Based on this table, it can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's Average Variance Extracted (AVE) value shows a number greater than 0.5. So, it can be concluded that all variables in this study are valid.

The second stage is the reliability test. Table 3 shows the reliability test results of this study's variables. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables in this study are reliable.

The results of the discriminant validity test can be seen in Table 3. From the table, it can be seen that the indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

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Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: plan to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: decline outside offer		0.569		
ER9: job importance		0.732		
ER10: like current job		0.825		
TII1: intend to leave			0.920	

TI2: plan to depart	0.942	
TI3: exit soon	0.928	
TI4: leaving shortly	0.944	
TI5: maybe leave soon	0.888	
JE1: feel committed		0.663
JE2: challenging to leave		0.831
JE3: too entrenched		0.730
JE4: feel dependent		0.841
JE5: cannot leave		0.889
JE6: not easy exit		0.868
JE7: strongly attached		0.858

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Table 4 The Results of Cross Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393
ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

Table 4 shows that the indicators of the variables work-life balance, job embeddedness, employee retention, and turnover intention have higher cross-loading values on their variables compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have good discriminant validity

values and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

The next stage is the coefficient of determination (R^2). Table 5 shows that the job embeddedness variable can be influenced by work-life balance by 10.90%, and the remaining 89.10% is explained by

other variables not included in this study. The employee retention variable can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. The turnover intention variable can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%. The fourth analysis stage involves hypothesis testing, the results of which are presented in Table 6. The table reveals that work-life balance positively influences employee retention by 44.4%.

The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to Bhende et al. (2020), improved work-life balance indicates better performance among workers and the organization. Bahar et al. (2022) found that employees with a higher work-life balance at work will show more favorable of their work and exhibit more positive qualities. The mean analysis results from work-life balance is 3.806, categorized as high. Specifically, item WLB2, with a mean of 3.834, shows that employees enjoy every part of their lives equally, suggesting high overall satisfaction. These findings support that Generation Z employees perceive an excellent balance between work and personal life, leading to enhanced performance and positive workplace behavior. When employees feel balanced between work and personal life, they are less stressed and more satisfied. This balance allows them to be more engaged and productive at work, fostering a positive work environment. The psychological satisfaction from maintaining this balance translates into better job performance and more favorable work attitudes.

Furthermore, work-life balance negatively affects turnover intention by -

25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by Lestari and Margaretha (2021) and Parray et al. (2023), which found that work-life balance negatively impacts turnover intention. The mean analysis shows that employees are satisfied with their work-life balance (mean = 3.806), particularly on items like WLB3 (mean = 3.799), which indicates employees can balance work demands with personal life. This high level of satisfaction likely reduces stress and the desire to leave the company. Thus, a well-maintained work-life balance minimizes employees' likelihood of leaving their jobs, as supported by Kakar et al. (2021) and Ahmad Saufi et al. (2023). Reduction of stress and burnout plays a critical role here. When employees can balance their work and personal lives, they experience lower levels of stress, which directly impacts their desire to stay with the organization. High stress and burnout levels are significant predictors of turnover intention, so maintaining a work-life balance helps mitigate these risks, leading to lower turnover rates. Aman-Ullah et al. (2022) also found a negative relationship between work-life balance and turnover intention. The study stated that when employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. Ahmad Saufi et al. (2023) also found that work-life balance negatively correlates with turnover intention. Employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are

consistent with those of Fuchs et al. (2022), who established a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of practices conducive to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees. The high mean values for work-life balance indicators, such as WLB2 (mean = 3.834), show that employees feel

integrated into their personal and professional lives, fostering a sense of prosperity and embeddedness within the organization. When employees perceive that their organization supports their work-life balance, they develop a stronger attachment to the organization. This perception enhances their sense of belonging and commitment, making them more embedded within the organizational culture and less likely to consider leaving.

Table 5 The Results of R-Square

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance -> Employee Retention	0.444	10.290	0.000
Work-Life Balance -> Turnover Intention	-0.252	4.370	0.000
Work-Life Balance -> Job Embeddedness	0.330	6.832	0.000
Job Embeddedness -> Employee Retention	0.372	8.945	0.000
Job Embeddedness -> Turnover Intention	-0.138	2.173	0.030

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Praveena et al.'s (2017) research, which established a significant relationship between job embeddedness and employee retention. The mean analysis for job embeddedness indicates a mean of 2.953, categorized as sufficient, with the highest mean on item JE1 (mean = 3.255), showing that employees feel attached to their organization. This attachment fosters commitment and a propensity to remain within the organization. Job embeddedness involves the extent to which employees feel integrated into their work environment and community. When employees are embedded, they perceive high costs

associated with leaving the organization, including loss of social connections and benefits, making them more likely to stay.

Furthermore, job embeddedness negatively affects turnover intention, reducing -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of H5. This finding is consistent with Mashhi et al.'s (2022) research, indicating that employees with organizational solid attachment are less likely to leave. The mean analysis results show that job embeddedness is sufficient (mean = 2.953), and item JE2, with the smallest standard deviation (SD = 1.086), indicates respondents share a common perception of difficulty in leaving the organization, thereby reducing turnover intention. Ampofo and Karatepe's (2022) study indicates that job embeddedness reduces

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employee turnover intention. This is because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Fuchs et al. (2022) found that job embeddedness negatively correlates with turnover intention. When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. Mashii et al. (2022) also found a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached to the organization are less likely to leave the organization. Job embeddedness creates a psychological and practical bond between the employee and the organization. The stronger this bond, the less likely employees are to consider other job opportunities, as the perceived benefits of staying outweigh those of leaving.

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance variable exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay. The high mean for work-life balance (3.806) and sufficient mean for job embeddedness (2.953) illustrate how these factors enhance employee retention. Job embeddedness acts as a buffer. When employees experience high work-life balance, they become more embedded in their jobs. This embeddedness then strengthens their attachment to the organization, enhancing retention rates.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job

embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashii et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention.

The low overall mean for turnover intention (2.265) suggests that employees are less likely to leave their organization, and job embeddedness plays a crucial role in this relationship. Thus, this study emphasizes the mediating role of job embeddedness in the relationship between work-life balance and turnover intention. High work-life balance increases job embeddedness, which in turn reduces turnover intention. This two-step process highlights the importance of fostering both elements to effectively manage employee turnover.

The findings of this study should be considered within the context of the diverse industry backgrounds of the respondents. The sample includes employees from mining and energy, agriculture, manufacturing, consumer goods, healthcare, finance, real estate, technology, infrastructure, transportation and logistics, investment, and hospitality. Each of these industries presents unique work environments, job demands, and cultural norms that can significantly influence the relationship between work-life balance, job embeddedness, turnover intention, and employee retention.

While numerous studies have explored employee retention and turnover intention, few have focused specifically on Generation Z employees within the Indonesian context. Our research provides valuable insights into the work-life balance and job embeddedness of this emerging

demographic in a rapidly developing economy. Our study simultaneously investigates two critical outcomes – employee retention and turnover intention – within a single framework. This dual focus allows us to present a comprehensive understanding of the factors influencing both staying and leaving behaviors among Generation Z employees. We examine the mediating role of job embeddedness in the relationship between work-life balance and both employee retention and turnover intention. This adds depth to the existing literature by exploring how job embeddedness can serve as a crucial mechanism in these dynamics. By including respondents from various industries such as technology, finance, healthcare, and hospitality, our study captures a wide range of experiences and challenges.

For instance, high-stress industries like healthcare and finance often demand long working hours and high levels of dedication, making work-life balance a critical factor for employee performance and retention ((Keeton et al., 2007; McCarthy et al., 2011). In contrast,

industries such as technology and creative sectors may offer more flexible work arrangements, which naturally support better work-life balance. The variance in job roles and industry expectations highlights the need for tailored work-life balance programs that cater to the specific needs of each industry to effectively enhance job satisfaction and retention rates (Collings et al., 2019).

Cultural differences also play a pivotal role in shaping employees' perceptions of work-life balance and job embeddedness. Cultures that emphasize collectivism, like many Asian cultures, often prioritize family and community over individual work achievements (Hofstede, 1984). In such cultures, employees might expect more support for work-life balance initiatives that allow them to fulfill family and community obligations. Conversely, in individualistic cultures, common in Western societies, personal achievement and career advancement may take precedence, affecting how employees perceive and prioritize work-life balance (Spector et al., 2017).

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CONCLUSION

This study examined the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. The results indicate that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Organizations aiming to enhance their strategies for managing Generation Z employees should prioritize work-life

balance initiatives. Implementing flexible working arrangements, such as flexible hours, telecommuting, and job-sharing, can help reduce stress and enhance satisfaction. Additionally, fostering a positive work environment by aligning organizational values with Generation Z's priorities, promoting cultural alignment and engagement through open communication, and offering comprehensive benefits like pension guarantees, health insurance, and wellness programs can further reduce turnover intentions.

To strengthen employees' attachment to the organization, companies should focus on career development opportunities such as clear career paths, mentorship programs, and continuous learning. Recognition and rewards for

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achievements also play a crucial role in boosting morale and retaining Generation Z talent. By implementing these strategies, organizations improve work-life balance, job satisfaction, and retention among Generation Z employees and enhance their overall competitiveness in attracting and retaining talent in today's evolving workplace environment.

This study has some limitations. The geographical bias towards Generation Z employees primarily located on the island of Java may limit the generalizability of the findings. Future research should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and the islands of Papua and Maluku.

Furthermore, the effectiveness of work-life balance and job embeddedness strategies may vary significantly across different sectors and cultural settings. Each industry faces unique challenges that can influence turnover and retention differently. For instance, technology companies may prioritize remote work options more than manufacturing firms, while startups might offer different benefits compared to established corporations. Therefore, while the study provides valuable insights into the relationship between these variables, organizations should consider industry-specific factors when applying these findings. Future research should explore these contextual factors in greater detail by conducting industry-specific or cross-cultural comparative studies. Such research could provide deeper insights into how different contexts influence work-life balance, job embeddedness, turnover intention, and employee retention, offering more refined guidance for organizations operating in diverse environments. Additionally, future studies could explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better

understand their impact on employee retention and turnover intention among Generation Z.

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- Suggest additional research that targets different industries to provide more tailored recommendations.
- Discuss potential adaptations of the results for different sectors, considering unique industry challenges and characteristics.

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Cc: Binus Business Review <bbr@binus.edu>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>

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Through this email, we want to inform you that your article has been edited. There are some revisions that you need to do. We have added several comments to your article.

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Please kindly send the revision (with **red font color**) based on the comments in the article **on/before 8 October 2024**.

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Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics

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Abstract – *The Great Resignation has presented a significant challenge for companies aiming to retain top talent and emphasize the critical need for effective employee retention strategies. The research investigated the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees across various industries in Indonesia. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, the research aimed to capture Generation Z employees' diverse experiences and perceptions. The research involved 373 Generation Z respondents across various industries, employing a quantitative approach. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS) as the analytical tool. The findings reveal significant relationships between various constructs. Work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. The inclusion of diverse industries ensures that the results are broadly applicable, offering practical recommendations for fostering a resilient and engaged workforce in different professional environments. Future research should continue to explore industry-specific nuances to further enrich the understanding of these critical issues.*

Keywords: Generation Z, work-life balance, job embeddedness, retention dynamics

INTRODUCTION

The COVID-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the “Great Resignation” phenomenon has seen a massive wave of workers globally opting to depart from their current positions (Gianie, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia. It was projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees did not anticipate remaining in their

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current roles for more than two years, while a staggering 84% were actively seeking new career prospects within the next six months (MichaelPage, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, according to Aman-Ullah et al. (2023), employee retention is delineated as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. It is further implied that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs (Bharath, 2023).

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). According to Lazzari et al. (2022), turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can harm the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts. Consequently, understanding the career expectations of Generation Z is imperative for organizations to retain this demographic within their ranks. According to Barhate and Dirani (2022), three key career expectations of Generation Z are organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent.

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Generation Z employee turnover and its causes. Much of the research conducted in developing countries has not incorporated underlying theories. Addressing this issue can lead to more accurate and practical outcomes. Furthermore, literature analysis indicates that data collection in developing countries often focuses on a single industry. In contrast, collecting data from various industries can provide a more comprehensive understanding of employee retention.

The research investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. The specific problem being analyzed is the challenge of retaining Generation Z employees in a post-pandemic world where job satisfaction and work-life balance are increasingly prioritized. The research adopts a broad approach that spans various industries, which is deliberate and advantageous for several reasons.

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains (Bellmann & Hübler, 2021). When individuals balance work and personal life, they

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can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

According to Aman-Ullah et al. (2022), a notable positive correlation between work-life balance and employee retention is established. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti (2014) regarding the influence of job satisfaction on employee retention. Similarly, work-life balance is significant and positively associated with employee retention (Panda & Sahoo, 2021). Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows.

H1: Work-life balance positively affects employee retention.

Next, a negative correlation is identified between work-life balance and turnover intention (Aman-Ullah et al., 2024). This statement implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Hence, work-life balance negatively correlates with turnover intention (Ahmad Saufi et al., 2023). This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, the following hypothesis is suggested.

H2: Work-life balance negatively affects turnover intention.

Moreover, according to Azmy (2023), job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Job embeddedness encompasses psychological, social, and financial factors that impact employee retention within organizations (Fakoor Saghih & Nosrati, 2021). As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. It is suggested that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities (Ahmad Saufi et al., 2023). This contentment fosters a sense of job attachment. Furthermore, According to Fuchs et al. (2022), a positive correlation is observed between work-life balance and employee job embeddedness. Consequently, when organizations' institute policies are supportive of work-life balance, and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited.

H3: Work-life balance positively affects job embeddedness.

A significant correlation is asserted between job embeddedness and employee retention (Aman-Ullah et al., 2023). When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Praveena et al. (2017), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender

heightened commitment and a greater inclination to remain within the organizational fold. Similarly, a positive association is highlighted between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention (Juhdi et al., 2018). Therefore, a hypothesis is formulated as follows.

H4: Job embeddedness positively affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from researchers and practitioners, a comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). It is demonstrated that job embeddedness correlates negatively with turnover intention (Fuchs et al., 2022). When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and longer tenures within the organization. Similarly, according to Mashi et al. (2022), there is a negative association between job embeddedness and turnover intention. Their findings indicate that employees who feel strongly connected to the organization are less inclined to depart. Additionally, employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty (Peltokorpi & Allen, 2024). Thus, based on these findings, a hypothesis is formulated.

H5: Job embeddedness negatively affects turnover intention.

According to Dechawatanapaisal (2017), there is a positive correlation between work-life balance and organizational embeddedness. Job embeddedness theory as employee retention is due to the unique bond between employees and the organization (Awan et al., 2021). Previous research validates the significant association between job embeddedness and employee retention (Aman-Ullah et al., 2023). Furthermore, job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay (Thakur & Bhatnagar, 2017). When employees experience job satisfaction, they often cultivate a supportive organizational culture that is not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated.

H6: Work-life balance positively affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. It represents a novel area for exploration, adding to the discussion's intrigue. However, previous research has demonstrated the influence of work-life balance on job embeddedness (Thakur & Bhatnagar, 2017). Similarly, the positive effect of work-life balance on organizational embeddedness is asserted (Dechawatanapaisal, 2017). A positive correlation is also highlighted between work-life balance and employee job embeddedness (Fuchs et al., 2022).

Moreover, job embeddedness diminishes employee turnover intention (Ampofo & Karatepe, 2022). Conversely, a negative relationship is indicated between job embeddedness and turnover intention (Fuchs et al., 2022; Mashi et al., 2022). Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth.

H7: Work-life balance negatively affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. The research aims to address the research gaps identified by Aman-Ullah et al. (2023) and expand upon previous theoretical frameworks within diverse industry sectors. Previous research highlights the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors (Aman-Ullah et al., 2023). Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

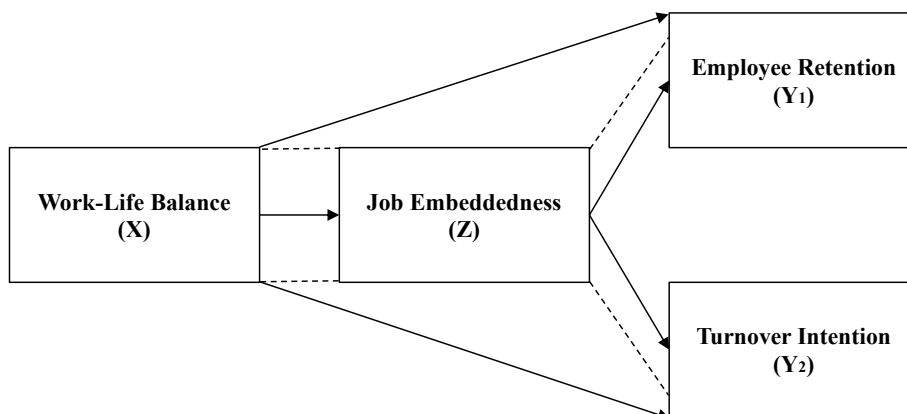


Figure 1 Research Model

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The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. The research aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments by encompassing these various industries. Then, industry diversity enhances the generalizability of findings. Meanwhile, specific industry contexts may influence how work-life balance practices are implemented or perceived. Overarching trends and insights that apply broadly across sectors can still be drawn. This inclusive approach allows for a more robust understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. In addition, by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations of

effective practices that transcend industry boundaries, which promote more universally applicable strategies for enhancing employee retention and reducing turnover.

In short, considering the diversity of industries, the research objective is to provide a comprehensive understanding of how work-life balance impacts employee retention and turnover intention among Generation Z employees in Indonesia. By doing so, the research aims to offer valuable insights that can help organizations to develop more effective strategies for retaining their Generation Z workforce. However, it is important to note that while the findings offer valuable insights into common factors influencing employee retention and turnover intention, they may not fully capture the specificities of individual sectors. The results provide a broad understanding but should not be generalized to represent every industry. The researchers acknowledge the necessity for industry-specific studies to delve deeper into the unique challenges and develop targeted solutions tailored to each sector.

METHODS

The research aims to investigate the impact of the independent variable on the dependent variables, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using 3 items adapted from Haar (2013). Employee retention is assessed through 11 items adapted from Kyndt et al. (2009). Turnover intention is measured using 5 items adapted from Crossley et al. (2007). Job embeddedness is also evaluated through 7 items adapted from Crossley et al. (2007).

The research uses a non-probability sampling technique. It is a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the research; instead, participants are selected by the researchers, referred to the researchers, or self-selected to participate (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

The criteria for selecting respondents in the research are designed to ensure relevance and consistency in exploring the dynamics of work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. Respondents are identified explicitly as individuals born between 1997 and 2005, aligning with the generational cohort definitions for Generation Z. This age range is chosen based on established generational research that characterizes Generation Z by their distinctive values, behaviors, and career expectations. Additionally, respondents must have served as permanent employees within their organizations for at least one year. This criterion aims to capture insights from individuals with sufficient tenure to provide meaningful perspectives on their experiences with work-life balance, retention factors, and turnover intentions. By focusing on permanent employees, the research explores retention challenges and turnover dynamics among individuals who have committed to their current roles, thereby enhancing the depth and relevance of the findings.

The research does not restrict itself to specific industries but encompasses diverse sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented include, but are not limited to, technology, finance, healthcare, hospitality, and others. This diverse industry focus allows for a broader exploration of commonalities and differences in retention challenges that Generation Z

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The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. ~~By encompassing these various industries, the research aims to understand the diverse experiences and perceptions of Generation Z employees across different professional environments. Firstly, Indonesia's workforce comprises various industries with unique dynamics and challenges.~~ By encompassing these various industries, the research aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments. ~~Secondly,~~ industry diversity enhances the generalizability of findings. While specific industry contexts may influence how work-life balance practices are implemented or perceived, overarching trends and insights that apply broadly across sectors can still be drawn. This inclusive approach allows for a more robust understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. ~~Thirdly,~~ by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations on effective practices that transcend industry boundaries, promoting more universally applicable strategies for enhancing employee retention and reducing turnover.

faces across different sectors, ultimately contributing to more robust findings for talent management strategies.

The research questionnaire was distributed online via Google Forms from October to November 2023. It yields 373 eligible respondents from the 477 total responses. The criteria for inclusion are clearly defined: respondents have to be born between 1997 and 2005 and permanent employees who have worked at their current company for at least one year. Consequently, 104 respondents who do not meet these criteria are excluded from the analysis.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2019). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. According to Hair et al. (2021), the outer loading value must be greater than 0.5. Ideally, outer loading has a value that is in the range of 0.7–0.8. Meanwhile, the criterion for AVE is that the value should be 0.5 (50%) or higher (Hair et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Cheung et al. (2024), discriminant validity requires that each indicator loads uniquely on only one construct. If the identical indicator measures two constructs, it is difficult to argue that they differ. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. According to Ghazali and Latan (2014), a high coefficient of determination signifies a robust influence of the independent variable on the dependent variables, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the t-statistic value is greater than ($>$) 1.96 and the p-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

The research analyzes data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21–23 years old ($n=197$), followed by 24–26 years old ($n=128$) and 18–20 years old ($n=48$). Regarding jobs, most respondents are employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1–3 years, 34 for 4–6 years, 5 for 7–9 years, and 2 for ≥ 10 years. Regarding job positions, the majority of respondents hold staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

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Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18–20 years old	48
	21–23 years old	197
	24–26 years old	128
Job	Private employee	359
	Civil servants	14
Length of employment	1-3 years	332
	4-6 years	34
	7-9 years	5
	≥ 10 years	2
Employee's position	Staff	210
	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28
Sector	Mining & Energy	5
	Agriculture	3
	Manufacture	46
	Consumer Goods	38
	Health	12
	Finance	46
	Property	10
	Technology	28
	Infrastructure	14
	Transportation & Logistics	21
	Investment	1
	Restaurants & Hotels	21
	Others	128

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. It can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's AVE value shows a number greater than 0.5. So, it can be concluded that all variables are valid.

Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: planning to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in the organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: declining outside offer		0.569		
ER9: job importance		0.732		
ER10: liking current job		0.825		
TI1: intending to leave			0.920	
TI2: planning to depart			0.942	

TI3: exiting soon	0.928	
TI4: leaving shortly	0.944	
TI5: maybe leaving soon	0.888	
JE1: feeling committed		0.663
JE2: challenging to leave		0.831
JE3: too entrenched		0.730
JE4: feeling dependent		0.841
JE5: not capable of leaving		0.889
JE6: not easy exit		0.868
JE7: strongly attached		0.858

The second stage is the reliability test. Table 3 shows the reliability test results. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables are reliable.

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Next, the results of the discriminant validity test can be seen in Table 3. The indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

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Table 4 shows that the indicators of the variables work-life balance, job embeddedness, employee retention, and turnover intention have higher cross-loading values on their variables compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have good discriminant validity values and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

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Table 4 The Results of Cross-Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393

ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

The next stage is the coefficient of determination (R^2). Table 5 shows that job embeddedness can be influenced by work-life balance by 10.90%, and the remaining 89.10% is explained by other variables not included in the research. Meanwhile, employee retention can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. Next, turnover intention can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%.

Table 5 The Results of R-Square (R^2)

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

The fourth analysis stage involves hypothesis testing. The results presented in Table 6 reveal that work-life balance positively influences employee retention by 44.4%. The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to [Bhende et al. \(2020\)](#), improved work-life balance indicates better performance among workers and the organization. Employees with a higher work-life balance at work will show more favorable of their work and exhibit more positive qualities ([Bahar et al., 2022](#)). The mean analysis results from work-life balance are 3.806, categorized as high. Specifically, item WLB2, with a mean of 3.834, shows that employees enjoy every part of their lives equally, suggesting overall high satisfaction. These findings support that Generation Z employees perceive an excellent balance between work and personal life, leading to enhanced performance and positive workplace behavior. When employees feel balanced between work and personal life, they are less stressed and more satisfied. This balance allows them to be more engaged and productive at work, fostering a positive work environment. The psychological satisfaction from maintaining this balance translates into better job performance and more favorable work attitudes.

Furthermore, work-life balance negatively affects turnover intention by -25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by [Lestari and Margaretha](#)

(2021) and Parray et al. (2023) that work-life balance negatively impacts turnover intention. The mean analysis shows that employees are satisfied with their work-life balance (mean = 3.806), particularly on items like WLB3 (mean = 3.799), which indicates employees can balance work demands with personal life. This high level of satisfaction likely reduces stress and the desire to leave the company. Thus, a well-maintained work-life balance minimizes employees' likelihood of leaving their jobs, as supported by Kakar et al. (2021) and Ahmad Saufi et al. (2023). Reduction of stress and burnout plays a critical role here. When employees can balance their work and personal lives, they experience lower stress levels, directly impacting their desire to stay with the organization. High stress and burnout levels are significant predictors of turnover intention, so maintaining a work-life balance helps to mitigate these risks, leading to lower turnover rates. According to Aman-Ullah et al. (2024), a negative relationship between work-life balance and turnover intention is found. When employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. It is also found that work-life balance negatively correlates with turnover intention (Ahmad Saufi et al., 2023). Employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with Fuchs et al. (2022) regarding a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of conducive practices to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees. The high mean values for work-life balance indicators, such as WLB2 (mean = 3.834), show that employees feel integrated into their personal and professional lives, fostering a sense of prosperity and embeddedness within the organization. When employees perceive that their organization supports their work-life balance, they develop a stronger attachment to the organization. This perception enhances their sense of belonging and commitment, making them more embedded within the organizational culture and less likely to consider leaving.

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Praveena et al. (2017) about a significant relationship between job embeddedness and employee retention. The mean analysis for job embeddedness indicates a mean of 2.953, categorized as sufficient, with the highest mean on item JE1 (mean = 3.255), showing that employees feel attached to their organization. This attachment fosters commitment and a propensity to remain within the organization. Job embeddedness involves the extent to which employees feel integrated into their work environment and community. When employees are embedded, they perceive high costs associated with leaving the organization, including loss of social connections and benefits, making them more likely to stay.

Furthermore, job embeddedness negatively affects turnover intention, reducing -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of H5. This finding is consistent with Mashi et al. (2022), indicating that employees with solid organizational attachments are less likely to leave. The mean analysis results show that job embeddedness is sufficient (mean = 2.953), and item JE2, with the smallest standard deviation (SD = 1.086), indicates respondents share a common perception of difficulty in leaving the organization, thereby reducing turnover intention. It is indicated that job embeddedness reduces employee turnover intention (Ampofo & Karatepe, 2022). This is

because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Job embeddedness negatively correlates with turnover intention (Fuchs et al., 2022). When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. According to Mashi et al. (2022), there is a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached to the organization are less likely to leave the organization. Job embeddedness creates a psychological and practical bond between the employee and the organization. The stronger this bond is, the less likely employees are to consider other job opportunities because the perceived benefits of staying outweigh those of leaving.

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O /STDEV)	P-Values
Work-Life Balance → Employee Retention	0.444	10.290	0.000
Work-Life Balance → Turnover Intention	-0.252	4.370	0.000
Work-Life Balance → Job Embeddedness	0.330	6.832	0.000
Job Embeddedness → Employee Retention	0.372	8.945	0.000
Job Embeddedness → Turnover Intention	-0.138	2.173	0.030

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay. The high mean for work-life balance (3.806) and sufficient mean for job embeddedness (2.953) illustrate how these factors enhance employee retention. Job embeddedness acts as a buffer. When employees experience high work-life balance, they become more embedded in their jobs. This embeddedness then strengthens their attachment to the organization, enhancing retention rates.

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisai (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention. The low overall mean for turnover intention (2.265) suggests that employees are less likely to leave their organization, and job embeddedness plays a crucial role in this relationship. Thus, the research emphasizes the mediating role of job embeddedness in the relationship between work-life balance and turnover intention. High work-life balance increases job embeddedness, which in turn reduces turnover intention. This two-step process highlights the importance of fostering both elements to manage employee turnover effectively.

The research findings should be considered within the context of the respondents' diverse industry backgrounds. The sample includes employees from mining and energy, agriculture, manufacturing, consumer goods, healthcare, finance, real estate, technology, infrastructure, transportation and logistics, investment, and hospitality. These industries present

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unique work environments, job demands, and cultural norms that can significantly influence the relationship between work-life balance, job embeddedness, turnover intention, and employee retention.

While numerous studies have explored employee retention and turnover intention, few have focused specifically on Generation Z employees within the Indonesian context. The research provides valuable insights into the work-life balance and job embeddedness of this emerging demographic in a rapidly developing economy. The research simultaneously investigates two critical outcomes – employee retention and turnover intention – within a single framework. This dual focus allows us to present a comprehensive understanding of the factors influencing both staying and leaving behaviors among Generation Z employees. The researchers examine the mediating role of job embeddedness in the relationship between work-life balance and both employee retention and turnover intention. It adds depth to the existing literature by exploring how job embeddedness can serve as a crucial mechanism in these dynamics. By including respondents from various industries such as technology, finance, healthcare, and hospitality, the research captures a wide range of experiences and challenges.

For instance, high-stress industries like healthcare and finance often demand long working hours and high levels of dedication, making work-life balance a critical factor for employee performance and retention (Keeton et al., 2007; McCarthy et al., 2011). In contrast, industries such as technology and creative sectors may offer more flexible work arrangements, which naturally support better work-life balance. The variance in job roles and industry expectations highlights the need for tailored work-life balance programs that cater to the specific needs of each industry to effectively enhance job satisfaction and retention rates (Collings et al., 2019).

Cultural differences also play a pivotal role in shaping employees' perceptions of work-life balance and job embeddedness. Cultures that emphasize collectivism, like many Asian cultures, often prioritize family and community over individual work achievements (Hofstede, 1984). In such cultures, employees might expect more support for work-life balance initiatives that allow them to fulfill family and community obligations. Conversely, in individualistic cultures, common in Western societies, personal achievement and career advancement may take precedence, affecting how employees perceive and prioritize work-life balance (Spector et al., 2017).

CONCLUSION

The research examines the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. The results indicate that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Organizations aiming to enhance their strategies for managing Generation Z employees should prioritize work-life balance initiatives. Implementing flexible working arrangements, such as flexible hours, telecommuting, and job-sharing, can help to reduce stress and enhance satisfaction. Additionally, fostering a positive work environment by aligning organizational values with Generation Z's priorities, promoting cultural alignment and engagement through open communication, and offering comprehensive benefits like pension guarantees, health insurance, and wellness programs can further reduce turnover intentions.

To strengthen employees' attachment to the organization, companies should focus on career development opportunities such as clear career paths, mentorship programs, and continuous learning. Recognition and rewards for achievements also play a crucial role in boosting morale and retaining Generation Z talent. By implementing these strategies, organizations improve work-life balance, job satisfaction, and retention among Generation Z employees and enhance their overall competitiveness in attracting and retaining talent in today's evolving workplace environment.

The research has some limitations. The geographical bias towards Generation Z employees primarily located on the island of Java may limit the generalizability of the findings. Future research should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and the islands of Papua and Maluku. Furthermore, the effectiveness of work-life balance and job embeddedness strategies may vary significantly across different sectors and cultural settings. Each industry faces unique challenges that can influence turnover and retention differently. For instance, technology companies may prioritize remote work options more than manufacturing firms, while startups may offer different benefits compared to established corporations. Therefore, while the research provides valuable insights into the relationship between these variables, organizations should consider the industry's specific factors when applying these findings. Future research should explore these contextual factors in greater detail by conducting industry-specific or cross-cultural comparative studies. Such research can provide deeper insights into how different contexts influence work-life balance, job embeddedness, turnover intention, and employee retention, offering more refined guidance for organizations operating in diverse environments. Additionally, future studies can explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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11. Bukti email pembayaran biaya publikasi dan hasil revisi (7 Oktober 2024)

4/2/25, 6:47 PM

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Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>
To: Eka Yanti Pangputri <epangputri@binus.edu>
Cc: Binus Business Review <bbr@binus.edu>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>

Thu, Oct 3, 2024 at 8:06 AM

Dear Mrs. Eka Yanti,

Thank you for your email.

I will send the revision and payment proof on/before 8 October 2024.

Have a nice day.

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Blessings,
Sherly Rosalina Tanoto

Sherly Rosalina Tanoto <sherlytanoto@petra.ac.id>
To: Eka Yanti Pangputri <epangputri@binus.edu>
Cc: Binus Business Review <bbr@binus.edu>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>

Mon, Oct 7, 2024 at 8:00 AM

Dear Mrs. Eka Yanti Pangputri,

I hope this email finds you well.

I have completed the revisions to my article based on the comments provided and have attached the revised version with the changes highlighted in red. Additionally, I have completed the APC payment of Rp 2,000,000, and the proof of payment is also attached.

Please let me know if any further steps are required.

Thank you for your support and assistance.

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2 attachments



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Mon, Oct 7, 2024 at 11:40 AM

Dear Mr/Mrs. Sherly Rosalina Tanoto,

Thank you for sending the revision and APC payment proof. We will recheck the revision first and inform you again if there is additional revision.

Thank you. Have a nice day.

Warmest Regards,

Eka Yanti Pangputri

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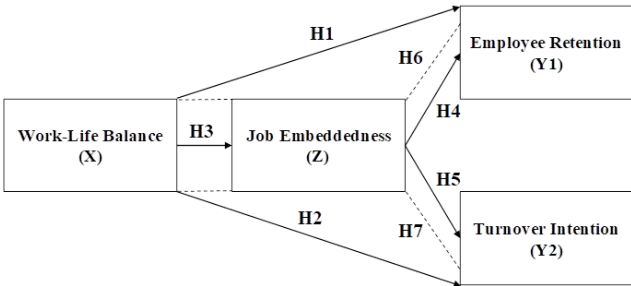
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Cc: Binus Business Review <bbr@binus.edu>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>

Dear Mr/Mrs. Sherly Rosalina Tanoto,

We have finished sending the revision. Your article will proceed to the next process.

For your information, because the new figure 1 is still unclear, we decide to use figure 1 from your first file and add the number of hypotheses ourselves.



Thank you. Have a nice day.

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Wed, Dec 11, 2024 at 11:16 AM

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Cc: Binus Business Review <bbr@binus.edu>, "d11200070@john.petra.ac.id" <d11200070@john.petra.ac.id>

Dear Ms. Eka Yanti Pangputri,

Regarding the APC payment, I would like to kindly request an invoice as proof of payment for financial reporting purposes at my university.

Please let me know if there is any additional information needed to issue the invoice.

Thank you for your attention and support.

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Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics

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Abstract – *The Great Resignation has presented a significant challenge for companies aiming to retain top talent and emphasize the critical need for effective employee retention strategies. The research investigated the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees across various industries in Indonesia. By encompassing multiple sectors such as technology, finance, healthcare, and hospitality, the research aimed to capture Generation Z employees' diverse experiences and perceptions. The research involved 373 Generation Z respondents across various industries, employing a quantitative approach. Data collection was facilitated through online questionnaires, and analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS) as the analytical tool. The findings reveal significant relationships between various constructs. Work-life balance influences employee retention, turnover intention, and job embeddedness. Additionally, job embeddedness exerts an impact on both employee retention and turnover intention. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness. The inclusion of diverse industries ensures that the results are broadly applicable, offering practical recommendations for fostering a resilient and engaged workforce in different professional environments. Future research should continue to explore industry-specific nuances to further enrich the understanding of these critical issues.*

Keywords: Generation Z, work-life balance, job embeddedness, retention dynamics

INTRODUCTION

The COVID-19 pandemic has catalyzed significant transformations within the realm of employment. Notably, the emergence of the “Great Resignation” phenomenon has seen a massive wave of workers globally opting to depart from their current positions (Gianie, 2022). During the pandemic, the normalization of flexible work arrangements has prompted employees to prioritize a comfortable work-life balance, leading many to opt for job changes in pursuit of greater life satisfaction. This trend, observed as The Great Resignation or The Big Quit, has already made its mark in Indonesia. It was projected to escalate further in 2022, with statistics indicating that nearly half (43%) of employees did not anticipate remaining in their

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current roles for more than two years, while a staggering 84% were actively seeking new career prospects within the next six months (MichaelPage, 2022).

The Great Resignation phenomenon poses a pertinent challenge for organizations striving to retain top talent and curtail turnover rates. Retention, as defined by Tanwar and Prasad (2016), encapsulates the propensity of employees to remain with an organization over an extended duration. Similarly, according to Aman-Ullah et al. (2023), employee retention is delineated as the willingness of individuals to sustain their tenure within the same organization. The paramount objective of employee retention lies in safeguarding organizational continuity by preventing the attrition of skilled personnel. It is further implied that retaining proficient employees fosters customer retention and augments operational efficacy by curbing organizational costs (Bharath, 2023).

Conversely, turnover intention pertains to the likelihood of employees departing from an organization upon securing a more favorable alternative (Bright, 2021). According to Lazzari et al. (2022), turnover intention delineates employees' inclination to exit their current employment within a specified timeframe, often as a precursor to actual turnover occurrences. Employee turnover can harm the organization (Huning et al., 2020). High turnover rates pose significant fiscal implications for companies, encompassing expenses associated with recruitment, diminished morale, and performance disparities between incumbent and new hires (Guzeller & Celiker, 2020).

Generation Y and Generation Z are recognized for their propensity to change jobs and careers at an accelerated pace compared to preceding generations (Dreyer & Stojanová, 2023). Notably, a survey conducted by LinkedIn and CensusWide in December 2022 elucidated that 61% of US workers were contemplating job transitions in the ensuing year, with a significant proportion of Generation Z and millennial cohorts considering career shifts (Giordano, 2023). Consequently, understanding the career expectations of Generation Z is imperative for organizations to retain this demographic within their ranks. According to Barhate and Dirani (2022), three key career expectations of Generation Z are organizational culture, stability, and work-life balance. Fostering an appealing organizational culture, offering career stability, and promoting work-life balance are instrumental in attracting and retaining Generation Z talent.

Most studies examining job embeddedness and retention have been conducted from a Western cultural standpoint (Hassan et al., 2021). Conversely, research on similar topics within developing countries has been limited due to a lack of literature on Generation Z employee turnover and its causes. Much of the research conducted in developing countries has not incorporated underlying theories. Addressing this issue can lead to more accurate and practical outcomes. Furthermore, literature analysis indicates that data collection in developing countries often focuses on a single industry. In contrast, collecting data from various industries can provide a more comprehensive understanding of employee retention.

The research investigates the relationship between work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. The specific problem being analyzed is the challenge of retaining Generation Z employees in a post-pandemic world where job satisfaction and work-life balance are increasingly prioritized. The research adopts a broad approach that spans various industries, which is deliberate and advantageous for several reasons.

Work-life balance denotes individuals' equilibrium in harmonizing their professional, personal, and health-related pursuits (Kementerian Keuangan, 2023). Work-life balance encompasses individuals' satisfaction levels concerning their occupational and personal life domains (Bellmann & Hübler, 2021). When individuals balance work and personal life, they

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can effectively navigate the demands of both spheres while leveraging their resources optimally, thereby deriving fulfillment from both domains (Fuchs et al., 2022).

According to Aman-Ullah et al. (2022), a notable positive correlation between work-life balance and employee retention is established. The equilibrium between work and personal life can impact employee satisfaction with the organization, their commitment to it, and the likelihood of their departure, underscoring work-life balance as a pivotal determinant of retention. This finding aligns with Stefhani and Irvianti (2014) regarding the influence of job satisfaction on employee retention. Similarly, work-life balance is significant and positively associated with employee retention (Panda & Sahoo, 2021). Factors such as workplace flexibility, familial and social support, effective teamwork and communication, opportunities for career advancement, and financial and non-financial incentives bolster employee retention. Hence, a hypothesis is proposed as follows.

H1: Work-life balance positively affects employee retention.

Next, a negative correlation is identified between work-life balance and turnover intention (Aman-Ullah et al., 2024). This statement implies that when employees encounter challenges in managing their personal and familial commitments alongside their professional obligations, they may initiate job searches, leading to turnover intention. Hence, work-life balance negatively correlates with turnover intention (Ahmad Saufi et al., 2023). This assertion stems from the notion that employees who achieve a harmonious equilibrium between work and family life often experience greater satisfaction and contentment, diminishing their inclination toward turnover intention. Consequently, the following hypothesis is suggested.

H2: Work-life balance negatively affects turnover intention.

Moreover, according to Azmy (2023), job satisfaction positively influences employee performance. Content and fulfilled employees tend to develop a strong attachment to their positions. Job embeddedness encompasses psychological, social, and financial factors that impact employee retention within organizations (Fakoor Saghih & Nosrati, 2021). As articulated by Ampofo and Karatepe (2022), as employees' embeddedness in the organization deepens, so does their affinity toward it. It is suggested that employees who achieve work-life balance are more inclined to experience satisfaction and contentment in managing work and family responsibilities (Ahmad Saufi et al., 2023). This contentment fosters a sense of job attachment. Furthermore, According to Fuchs et al. (2022), a positive correlation is observed between work-life balance and employee job embeddedness. Consequently, when organizations' institute policies are supportive of work-life balance, and employees perceive attaining such equilibrium as feasible, they are more likely to feel fulfilled. Thus, a hypothesis is posited.

H3: Work-life balance positively affects job embeddedness.

A significant correlation is asserted between job embeddedness and employee retention (Aman-Ullah et al., 2023). When organizations demonstrate attentiveness to their employees' needs, it engenders feelings of satisfaction among the workforce, fostering a greater propensity for employees to become deeply embedded within the organizational framework and opt to remain therein. Following Praveena et al. (2017), reinforcing employees' attachment to their work and the organization by augmenting the factors that tether them to their roles can engender

heightened commitment and a greater inclination to remain within the organizational fold. Similarly, a positive association is highlighted between attachment to work and employee retention, positing that heightened attachment correlates with a heightened likelihood of employee retention (Juhdi et al., 2018). Therefore, a hypothesis is formulated as follows.

H4: Job embeddedness positively affects employee retention.

The importance of job embeddedness in fostering organizational success is widely recognized, as it enhances social capital and contributes to lower turnover rates. However, despite receiving attention from researchers and practitioners, a comprehensive examination of job embeddedness has yet to be achieved (Majumdar & Dasgupta, 2024). It is demonstrated that job embeddedness correlates negatively with turnover intention (Fuchs et al., 2022). When employees perceive their company as understanding the complexities of their lives and actively offering solutions that promote balance, they tend to exhibit higher productivity and longer tenures within the organization. Similarly, according to Mashi et al. (2022), there is a negative association between job embeddedness and turnover intention. Their findings indicate that employees who feel strongly connected to the organization are less inclined to depart. Additionally, employees with stronger ties to their job environment are less inclined to consider quitting, even when facing job uncertainty (Peltokorpi & Allen, 2024). Thus, based on these findings, a hypothesis is formulated.

H5: Job embeddedness negatively affects turnover intention.

According to Dechawatanapaisal (2017), there is a positive correlation between work-life balance and organizational embeddedness. Job embeddedness theory as employee retention is due to the unique bond between employees and the organization (Awan et al., 2021). Previous research validates the significant association between job embeddedness and employee retention (Aman-Ullah et al., 2023). Furthermore, job embeddedness is a complete mediator in the relationship between work-life balance and intention to stay (Thakur & Bhatnagar, 2017). When employees experience job satisfaction, they often cultivate a supportive organizational culture that is not easily replicated elsewhere. Consequently, should employees opt to depart, their absence is keenly felt. Thus, guided by these findings, a hypothesis is formulated.

H6: Work-life balance positively affects employee retention through job embeddedness.

The impact of work-life balance on turnover intention through job embeddedness has not been established in prior research. It represents a novel area for exploration, adding to the discussion's intrigue. However, previous research has demonstrated the influence of work-life balance on job embeddedness (Thakur & Bhatnagar, 2017). Similarly, the positive effect of work-life balance on organizational embeddedness is asserted (Dechawatanapaisal, 2017). A positive correlation is also highlighted between work-life balance and employee job embeddedness (Fuchs et al., 2022).

Moreover, job embeddedness diminishes employee turnover intention (Ampofo & Karatepe, 2022). Conversely, a negative relationship is indicated between job embeddedness and turnover intention (Fuchs et al., 2022; Mashi et al., 2022). Considering the preceding explanations, it can be inferred that job embeddedness mediates the relationship between work-life balance and turnover intention. Consequently, a hypothesis is put forth.

H7: Work-life balance negatively affects turnover intention through job embeddedness.

The research model depicted in Figure 1 illustrates the investigation's focus on assessing the impact of work-life balance on employee retention and turnover intention through the mediating role of job embeddedness within Generation Z. The research aims to address the research gaps identified by Aman-Ullah et al. (2023) and expand upon previous theoretical frameworks within diverse industry sectors. Previous research highlights the importance of exploring factors beyond job satisfaction that may influence employee retention and turnover intention behaviors (Aman-Ullah et al., 2023). Despite an extensive literature review conducted via Google Scholar until August 25, 2023, no research has examined the collective influence of the four variables: work-life balance, employee retention, turnover intention, and job embeddedness. This research gap represents a novel contribution to the field and warrants comprehensive investigation. Furthermore, understanding the interrelationships among these variables holds significant implications for organizations seeking to effectively engage and retain Generation Z employees amidst prevalent job-hopping tendencies characteristic of this demographic cohort.

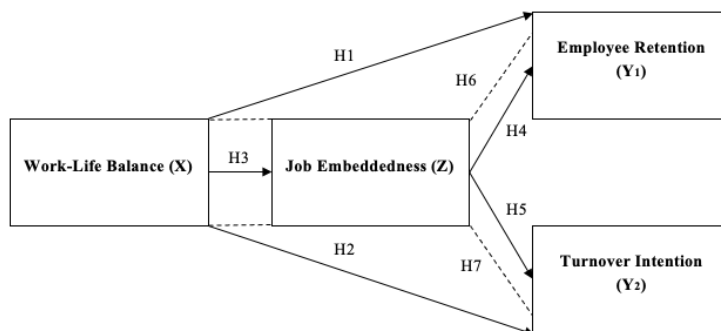


Figure 1 Research Model

The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. The research aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments by encompassing these various industries. Then, industry diversity enhances the generalizability of findings. Meanwhile, specific industry contexts may influence how work-life balance practices are implemented or perceived. Overarching trends and insights that apply broadly across sectors can still be drawn. This inclusive approach allows for a more robust understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. In addition, by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations of

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effective practices that transcend industry boundaries, which promote more universally applicable strategies for enhancing employee retention and reducing turnover.

In short, considering the diversity of industries, the research objective is to provide a comprehensive understanding of how work-life balance impacts employee retention and turnover intention among Generation Z employees in Indonesia. By doing so, the research aims to offer valuable insights that can help organizations to develop more effective strategies for retaining their Generation Z workforce. However, it is important to note that while the findings offer valuable insights into common factors influencing employee retention and turnover intention, they may not fully capture the specificities of individual sectors. The results provide a broad understanding but should not be generalized to represent every industry. The researchers acknowledge the necessity for industry-specific studies to delve deeper into the unique challenges and develop targeted solutions tailored to each sector.

METHODS

The research aims to investigate the impact of the independent variable on the dependent variables, mediated by a mediating variable. The independent variable under scrutiny is work-life balance. Dependent variables include employee retention and turnover intention, while job embeddedness is the mediating variable. Work-life balance is operationalized using 3 items adapted from Haar (2013). Employee retention is assessed through 11 items adapted from Kyndt et al. (2009). Turnover intention is measured using 5 items adapted from Crossley et al. (2007). Job embeddedness is also evaluated through 7 items adapted from Crossley et al. (2007).

The research uses a non-probability sampling technique. It is a type of sampling in which the researcher uses sampling that does not provide every member of the target population to participate in the research; instead, participants are selected by the researchers, referred to the researchers, or self-selected to participate (Stratton, 2021). Specifically, a purposive sample is a sample whose characteristics are determined for purposes relevant to the research (Andrade, 2021).

The criteria for selecting respondents in the research are designed to ensure relevance and consistency in exploring the dynamics of work-life balance, employee retention, and turnover intention among Generation Z employees in Indonesia. Respondents are identified explicitly as individuals born between 1997 and 2005, aligning with the generational cohort definitions for Generation Z. This age range is chosen based on established generational research that characterizes Generation Z by their distinctive values, behaviors, and career expectations. Additionally, respondents must have served as permanent employees within their organizations for at least one year. This criterion aims to capture insights from individuals with sufficient tenure to provide meaningful perspectives on their experiences with work-life balance, retention factors, and turnover intentions. By focusing on permanent employees, the research explores retention challenges and turnover dynamics among individuals who have committed to their current roles, thereby enhancing the depth and relevance of the findings.

The research does not restrict itself to specific industries but encompasses diverse sectors prevalent in the Indonesian workforce. This inclusive approach ensures comprehensive insights into how work-life balance influences employee retention and turnover intention across various professional environments. Industries represented include, but are not limited to, technology, finance, healthcare, hospitality, and others. This diverse industry focus allows for a broader exploration of commonalities and differences in retention challenges that Generation Z

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The decision to include diverse industries is intended to capture the unique dynamics and challenges across multiple sectors such as technology, finance, healthcare, and hospitality. ~~By encompassing these various industries, the research aims to understand the diverse experiences and perceptions of Generation Z employees across different professional environments. Firstly, Indonesia's workforce comprises various industries with unique dynamics and challenges.~~ By encompassing these various industries, the research aims to capture Generation Z employees' diverse experiences and perceptions across different professional environments. ~~Secondly,~~ industry diversity enhances the generalizability of findings. While specific industry contexts may influence how work-life balance practices are implemented or perceived, overarching trends and insights that apply broadly across sectors can still be drawn. This inclusive approach allows for a more robust understanding of the factors influencing employee retention and turnover intention, regardless of industry specifics. ~~Thirdly,~~ by examining various industries, the research can identify commonalities and disparities in retention strategies and challenges faced by Generation Z. This comparative analysis can inform organizations on effective practices that transcend industry boundaries, promoting more universally applicable strategies for enhancing employee retention and reducing turnover.

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faces across different sectors, ultimately contributing to more robust findings for talent management strategies.

The research questionnaire was distributed online via Google Forms from October to November 2023. It yields 373 eligible respondents from the 477 total responses. The criteria for inclusion are clearly defined: respondents have to be born between 1997 and 2005 and permanent employees who have worked at their current company for at least one year. Consequently, 104 respondents who do not meet these criteria are excluded from the analysis.

Data analysis employs the Structural Equation Modeling (SEM) approach, specifically Partial Least Square (PLS) as the SEM statistical method, facilitated by SmartPLS software. SEM allows researchers to simultaneously model and estimate complex relationships between multiple dependent and independent variables (Hair et al., 2019). PLS-SEM is adept at estimating path models with latent variables and aggregating information across attribute levels to represent attributes holistically within the path model (Hair et al., 2019).

The data analysis process comprises several stages. Initially, the measurement model (outer model) undergoes evaluation, encompassing validity and reliability tests. Two validity tests are conducted: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading values of each indicator on its latent variable and the Average Variance Extracted (AVE) values of each variable. According to Hair et al. (2019), the outer loading value must be greater than 0.5. Ideally, outer loading has a value that is in the range of 0.7–0.8. Meanwhile, the criterion for AVE is that the value should be 0.5 (50%) or higher (Hair et al., 2020). Discriminant validity, on the other hand, is appraised by scrutinizing cross-loading correlation values of each indicator against every variable. According to Cheung et al. (2024), discriminant validity requires that each indicator loads uniquely on only one construct. If the identical indicator measures two constructs, it is difficult to argue that they differ. Reliability can be assessed from Cronbach's alpha value and composite reliability of all constructs. The recommended composite reliability and Cronbach's alpha value are more than 0.7.

Subsequently, the structural model (inner model) is evaluated using the coefficient of determination (R^2), hypothesis testing, and indirect effect testing. According to Ghazali and Latan (2014), a high coefficient of determination signifies a robust influence of the independent variable on the dependent variables, while a low coefficient suggests a weaker influence. Hypothesis and indirect effect testing involve examining the t-statistic and p-value. Hypothesis testing can be said to be significant if the t-statistic value is greater than ($>$) 1.96 and the p-value is smaller than ($<$) 0.05. Conversely, the null hypothesis is upheld if these thresholds are not met.

RESULTS AND DISCUSSION

The research analyzes data collected from a sample of 373 respondents. As illustrated in Table 1, the distribution indicates a higher representation of female respondents ($n=167$) than male respondents ($n=206$). Predominantly, respondents fall within the age bracket of 21–23 years old ($n=197$), followed by 24–26 years old ($n=128$) and 18–20 years old ($n=48$). Regarding jobs, most respondents are employed in the private sector ($n=359$), with only 14 respondents working as civil servants. Additionally, the duration of employment varied, with 332 respondents having worked for 1–3 years, 34 for 4–6 years, 5 for 7–9 years, and 2 for ≥ 10 years. Regarding job positions, the majority of respondents hold staff positions ($n=210$), followed by low-level managers ($n=100$), middle-level managers ($n=35$), and top-level managers ($n=28$).

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Table 1 Respondents' Profile

Classification	Description	Total
Gender	Male	167
	Female	206
Age	18–20 years old	48
	21–23 years old	197
	24–26 years old	128
Job	Private employee	359
	Civil servants	14
Length of employment	1-3 years	332
	4-6 years	34
	7-9 years	5
	≥ 10 years	2
Employee's position	Staff	210
	Low-level manager	100
	Middle-level manager	35
	Top-level manager	28
Sector	Mining & Energy	5
	Agriculture	3
	Manufacture	46
	Consumer Goods	38
	Health	12
	Finance	46
	Property	10
	Technology	28
	Infrastructure	14
	Transportation & Logistics	21
	Investment	1
	Restaurants & Hotels	21
	Others	128

The first stage is validity testing, namely convergent validity and discriminant validity. Table 2 shows the results of the convergent validity test. It can be seen that the outer loading value of all indicators on the research variables is valid because it has an outer loading value above 0.5. In addition, Table 2 shows that each variable's AVE value shows a number greater than 0.5. So, it can be concluded that all variables are valid.

Table 2 The Results of Outer Loading

Indicator	Work-Life Balance	Employee Retention	Turnover Intention	Job Embeddedness
WLB1: satisfied balance	0.865			
WLB2: recent enjoyment	0.897			
WLB3: balanced demands	0.861			
ER1: planning to stay		0.696		
ER2: job satisfaction		0.798		
ER3: internal options		0.604		
ER4: future in the organization		0.829		
ER6: five-year commitment		0.735		
ER7: staying current job		0.773		
ER8: declining outside offer		0.569		
ER9: job importance		0.732		
ER10: liking current job		0.825		
TI1: intending to leave			0.920	
TI2: planning to depart			0.942	

TI3: exiting soon	0.928	
TI4: leaving shortly	0.944	
TI5: maybe leaving soon	0.888	
JE1: feeling committed		0.663
JE2: challenging to leave		0.831
JE3: too entrenched		0.730
JE4: feeling dependent		0.841
JE5: not capable of leaving		0.889
JE6: not easy exit		0.868
JE7: strongly attached		0.858

The second stage is the reliability test. Table 3 shows the reliability test results. It can be seen that the four variables have Cronbach's alpha and composite reliability values greater than 0.7. From these results, it can be concluded that all variables are reliable.

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work-Life Balance	0.846	0.852	0.765
Employee Retention	0.890	0.902	0.539
Turnover Intention	0.957	0.959	0.855
Job Embeddedness	0.915	0.935	0.664

Next, the results of the discriminant validity test can be seen in Table 3 and Table 4. The indicators of the work-life balance, job embeddedness, employee retention, and turnover intention variables have higher cross-loading values on their variables when compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have an excellent discriminant validity value and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

Table 4 shows that the indicators of the variables work-life balance, job embeddedness, employee retention, and turnover intention have higher cross-loading values on their variables compared to the cross-loading values on other variables. Based on the results obtained, it can be concluded that the indicators in these variables have good discriminant validity values and meet the criteria because each indicator of these variables can measure its variable better when compared to measuring other variables.

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Table 4 The Results of Cross-Loading

Indicator	Employee Retention	Job Embeddedness	Turnover Intention	Work-Life Balance
ER1	0.696	0.413	-0.375	0.313
ER2	0.798	0.307	-0.408	0.539
ER3	0.604	0.224	-0.188	0.367
ER4	0.829	0.471	-0.443	0.423
ER6	0.735	0.446	-0.332	0.384
ER7	0.773	0.388	-0.373	0.455
ER8	0.569	0.390	-0.188	0.217
ER9	0.732	0.397	-0.212	0.393

ER10	0.825	0.386	-0.343	0.574
JE1	0.263	0.663	-0.066	0.235
JE2	0.481	0.831	-0.244	0.315
JE3	0.264	0.730	0.016	0.212
JE4	0.449	0.841	-0.177	0.243
JE5	0.452	0.889	-0.219	0.280
JE6	0.462	0.868	-0.214	0.250
JE7	0.483	0.858	-0.229	0.322
TI1	-0.444	-0.180	0.920	-0.315
TI2	-0.40	-0.225	0.942	-0.247
TI3	-0.412	-0.195	0.928	-0.291
TI4	-0.373	-0.203	0.944	-0.248
TI5	-0.410	-0.220	0.888	-0.266
WLB1	0.521	0.294	-0.281	0.865
WLB2	0.514	0.304	-0.271	0.897
WLB3	0.445	0.264	-0.223	0.861

The next stage is the coefficient of determination (R^2). Table 5 shows that job embeddedness can be influenced by work-life balance by 10.90%, and the remaining 89.10% is explained by other variables not included in the research. Meanwhile, employee retention can be directly influenced by work-life balance and job embeddedness by 44.40%, and other variables outside the research model explain the remaining 55.60%. Next, turnover intention can be directly influenced by work-life balance and job embeddedness by 10.50%, and other variables outside the research model explain the remaining 89.50%.

Table 5 The Results of R-Square (R^2)

Variables	R-Square	Adjusted R-Square
Employee Retention	0.444	0.441
Turnover Intention	0.105	0.101
Job Embeddedness	0.109	0.107

The fourth analysis stage involves hypothesis testing. The results presented in Table 6 reveal that work-life balance positively influences employee retention by 44.4%. The first hypothesis test demonstrates a t-statistic value of 10.290 and a p-value of 0.000, leading to the acceptance of H1. According to [Bhende et al. \(2020\)](#), improved work-life balance indicates better performance among workers and the organization. Employees with a higher work-life balance at work will show more favorable of their work and exhibit more positive qualities ([Bahar et al., 2022](#)). The mean analysis results from work-life balance are 3.806, categorized as high. Specifically, item WLB2, with a mean of 3.834, shows that employees enjoy every part of their lives equally, suggesting overall high satisfaction. These findings support that Generation Z employees perceive an excellent balance between work and personal life, leading to enhanced performance and positive workplace behavior. When employees feel balanced between work and personal life, they are less stressed and more satisfied. This balance allows them to be more engaged and productive at work, fostering a positive work environment. The psychological satisfaction from maintaining this balance translates into better job performance and more favorable work attitudes.

Furthermore, work-life balance negatively affects turnover intention by -25.2%. The second hypothesis test yields a t-statistic value of 4.370 with a p-value of 0.000, resulting in the acceptance of H2. This finding aligns with the research conducted by [Lestari and Margaretha](#)

(2021) and Parray et al. (2023) that work-life balance negatively impacts turnover intention. The mean analysis shows that employees are satisfied with their work-life balance (mean = 3.806), particularly on items like WLB3 (mean = 3.799), which indicates employees can balance work demands with personal life. This high level of satisfaction likely reduces stress and the desire to leave the company. Thus, a well-maintained work-life balance minimizes employees' likelihood of leaving their jobs, as supported by Kakar et al. (2021) and Ahmad Saufi et al. (2023). Reduction of stress and burnout plays a critical role here. When employees can balance their work and personal lives, they experience lower stress levels, directly impacting their desire to stay with the organization. High stress and burnout levels are significant predictors of turnover intention, so maintaining a work-life balance helps to mitigate these risks, leading to lower turnover rates. According to Aman-Ullah et al. (2024), a negative relationship between work-life balance and turnover intention is found. When employees struggle to find time for themselves and their families, they will start looking for new jobs, thus triggering their turnover intention. It is also found that work-life balance negatively correlates with turnover intention (Ahmad Saufi et al., 2023). Employees who balance work and family life tend to feel satisfied and happy with their jobs and responsibilities, thus reducing turnover intention.

Work-life balance positively influences job embeddedness by 33%. The third hypothesis test reveals a t-statistic value of 6.832 and a p-value of 0.000, thereby validating H3. These results are consistent with Fuchs et al. (2022) regarding a positive correlation between work-life balance and employee job embeddedness. Organizational implementation of conducive practices to work-life balance, coupled with employees' perception of achieving such equilibrium, fosters a sense of prosperity among employees. The high mean values for work-life balance indicators, such as WLB2 (mean = 3.834), show that employees feel integrated into their personal and professional lives, fostering a sense of prosperity and embeddedness within the organization. When employees perceive that their organization supports their work-life balance, they develop a stronger attachment to the organization. This perception enhances their sense of belonging and commitment, making them more embedded within the organizational culture and less likely to consider leaving.

Job embeddedness positively impacts employee retention, accounting for a 37.2% variance. The fourth hypothesis test reveals a t-statistic value of 8.945 with a p-value of 0.000, leading to the acceptance of H4. This finding aligns with Praveena et al. (2017) about a significant relationship between job embeddedness and employee retention. The mean analysis for job embeddedness indicates a mean of 2.953, categorized as sufficient, with the highest mean on item JE1 (mean = 3.255), showing that employees feel attached to their organization. This attachment fosters commitment and a propensity to remain within the organization. Job embeddedness involves the extent to which employees feel integrated into their work environment and community. When employees are embedded, they perceive high costs associated with leaving the organization, including loss of social connections and benefits, making them more likely to stay.

Furthermore, job embeddedness negatively affects turnover intention, reducing -13.8%. The fifth hypothesis test yields a t-statistic value of 2.173 with a p-value of 0.030, leading to the acceptance of H5. This finding is consistent with Mashi et al. (2022), indicating that employees with solid organizational attachments are less likely to leave. The mean analysis results show that job embeddedness is sufficient (mean = 2.953), and item JE2, with the smallest standard deviation (SD = 1.086), indicates respondents share a common perception of difficulty in leaving the organization, thereby reducing turnover intention. It is indicated that job embeddedness reduces employee turnover intention (Ampofo & Karatepe, 2022). This is

because the more significant the influence of the job, the more difficult it is for employees to consider leaving the organization. Job embeddedness negatively correlates with turnover intention (Fuchs et al., 2022). When employees feel that their company values the complexity of their lives and tries to offer alternatives that contribute to balance, employees are likely to be more productive and stay longer in the organization. According to Mashi et al. (2022), there is a negative relationship between job embeddedness and turnover intention. The research results indicate that employees who feel attached to the organization are less likely to leave the organization. Job embeddedness creates a psychological and practical bond between the employee and the organization. The stronger this bond is, the less likely employees are to consider other job opportunities because the perceived benefits of staying outweigh those of leaving.

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance → Employee Retention	0.444	10.290	0.000
Work-Life Balance → Turnover Intention	-0.252	4.370	0.000
Work-Life Balance → Job Embeddedness	0.330	6.832	0.000
Job Embeddedness → Employee Retention	0.372	8.945	0.000
Job Embeddedness → Turnover Intention	-0.138	2.173	0.030

The final stage involves the indirect effect test. Analysis from Table 7 reveals that the work-life balance exerts an indirect positive effect on employee retention through the mediation of job embeddedness, with a t-statistic value of 5.508 and a p-value of 0.000, supporting the acceptance of H6. This result is congruent with findings from Thakur and Bhatnagar (2017), indicating that job embeddedness fully mediates the relationship between work-life balance and intention to stay. The high mean for work-life balance (3.806) and sufficient mean for job embeddedness (2.953) illustrate how these factors enhance employee retention. Job embeddedness acts as a buffer. When employees experience high work-life balance, they become more embedded in their jobs. This embeddedness then strengthens their attachment to the organization, enhancing retention rates.

Table 7 The Results of the Indirect Effect Test

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
Work-Life Balance → Job Embeddedness → Employee Retention	0.123	5.508	0.000
Work-Life Balance → Job Embeddedness → Turnover Intention	-0.045	2.158	0.031

Additionally, the work-life balance variable exerts an indirect negative effect on the turnover intention by mediating job embeddedness, with a t-statistic value of 2.158 and a p-value of 0.031, validating the acceptance of H7. While previous studies have not explored the mediation of job embeddedness, research by Thakur and Bhatnagar (2017), Dechawatanapaisal (2017), and Fuchs et al. (2022) has established the influence of work-life balance on job embeddedness. Moreover, research by Ampofo and Karatepe (2022), Fuchs et al. (2022), and Mashi et al. (2022) corroborates the notion that job embeddedness mitigates turnover intention.

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The low overall mean for turnover intention (2.265) suggests that employees are less likely to leave their organization, and job embeddedness plays a crucial role in this relationship. Thus, the research emphasizes the mediating role of job embeddedness in the relationship between work-life balance and turnover intention. High work-life balance increases job embeddedness, which in turn reduces turnover intention. This two-step process highlights the importance of fostering both elements to manage employee turnover effectively.

The research findings should be considered within the context of the respondents' diverse industry backgrounds. The sample includes employees from mining and energy, agriculture, manufacturing, consumer goods, healthcare, finance, real estate, technology, infrastructure, transportation and logistics, investment, and hospitality. These industries present unique work environments, job demands, and cultural norms that can significantly influence the relationship between work-life balance, job embeddedness, turnover intention, and employee retention.

While numerous studies have explored employee retention and turnover intention, few have focused specifically on Generation Z employees within the Indonesian context. The research provides valuable insights into the work-life balance and job embeddedness of this emerging demographic in a rapidly developing economy. The research simultaneously investigates two critical outcomes – employee retention and turnover intention – within a single framework. This dual focus allows us to present a comprehensive understanding of the factors influencing both staying and leaving behaviors among Generation Z employees. The researchers examine the mediating role of job embeddedness in the relationship between work-life balance and both employee retention and turnover intention. It adds depth to the existing literature by exploring how job embeddedness can serve as a crucial mechanism in these dynamics. By including respondents from various industries such as technology, finance, healthcare, and hospitality, the research captures a wide range of experiences and challenges.

For instance, high-stress industries like healthcare and finance often demand long working hours and high levels of dedication, making work-life balance a critical factor for employee performance and retention (Keeton et al., 2007; McCarthy et al., 2011). In contrast, industries such as technology and creative sectors may offer more flexible work arrangements, which naturally support better work-life balance. The variance in job roles and industry expectations highlights the need for tailored work-life balance programs that cater to the specific needs of each industry to effectively enhance job satisfaction and retention rates (Collings et al., 2019).

Cultural differences also play a pivotal role in shaping employees' perceptions of work-life balance and job embeddedness. Cultures that emphasize collectivism, like many Asian cultures, often prioritize family and community over individual work achievements (Hofstede, 1984). In such cultures, employees might expect more support for work-life balance initiatives that allow them to fulfill family and community obligations. Conversely, in individualistic cultures, common in Western societies, personal achievement and career advancement may take precedence, affecting how employees perceive and prioritize work-life balance (Spector et al., 2017).

CONCLUSION

The research examines the influence of work-life balance and job embeddedness on employee retention and turnover intention within Generation Z. The results indicate that work-life balance significantly impacts employee retention, turnover intention, and job embeddedness among Generation Z employees. Additionally, job embeddedness notably

influences employee retention and turnover intention within this demographic. Furthermore, work-life balance indirectly affects employee retention and turnover intention through its mediation by job embeddedness.

Organizations aiming to enhance their strategies for managing Generation Z employees should prioritize work-life balance initiatives. Implementing flexible working arrangements, such as flexible hours, telecommuting, and job-sharing, can help to reduce stress and enhance satisfaction. Additionally, fostering a positive work environment by aligning organizational values with Generation Z's priorities, promoting cultural alignment and engagement through open communication, and offering comprehensive benefits like pension guarantees, health insurance, and wellness programs can further reduce turnover intentions.

To strengthen employees' attachment to the organization, companies should focus on career development opportunities such as clear career paths, mentorship programs, and continuous learning. Recognition and rewards for achievements also play a crucial role in boosting morale and retaining Generation Z talent. By implementing these strategies, organizations improve work-life balance, job satisfaction, and retention among Generation Z employees and enhance their overall competitiveness in attracting and retaining talent in today's evolving workplace environment.

The research has some limitations. The geographical bias towards Generation Z employees primarily located on the island of Java may limit the generalizability of the findings. Future research should broaden the scope by including respondents from diverse regions across Indonesia, including Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, and the islands of Papua and Maluku. Furthermore, the effectiveness of work-life balance and job embeddedness strategies may vary significantly across different sectors and cultural settings. Each industry faces unique challenges that can influence turnover and retention differently. For instance, technology companies may prioritize remote work options more than manufacturing firms, while startups may offer different benefits compared to established corporations. Therefore, while the research provides valuable insights into the relationship between these variables, organizations should consider the industry's specific factors when applying these findings. Future research should explore these contextual factors in greater detail by conducting industry-specific or cross-cultural comparative studies. Such research can provide deeper insights into how different contexts influence work-life balance, job embeddedness, turnover intention, and employee retention, offering more refined guidance for organizations operating in diverse environments. Additionally, future studies can explore additional mediating variables, such as employee engagement, motivation, and organizational commitment, to better understand their impact on employee retention and turnover intention among Generation Z.

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1 message

Eka Yanti Pangputri <epangputri@binus.edu>

Mon, Nov 25, 2024 at 9:43 AM

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Managing Editor of BBR