The Influence of Work-Life Balance and Job Satisfaction on Turnover Intention Among Generation Z Employees at Four Points by Sheraton Jakarta, Thamrin

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Article Info	ABSTRACT
	The hospitality industry plays a crucial role in tourism competitiveness, yet high turnover intention, particularly among Generation Z employees, remains a major challenge that threatens operational stability and increases recruitment costs. This study investigates the effect of work-life balance and job satisfaction on turnover intention among Generation Z employees at Four Points by Sheraton Jakarta, Thamrin. Using a quantitative design, data were collected from 43 respondents through structured questionnaires and analyzed with SPSS 25.0 using validity and reliability testing, classical assumption testing, and multiple linear regression. The findings show that work-life balance ($\beta = -0.586$, $p < 0.001$) and job satisfaction ($\beta = -0.518$, $p < 0.001$) both have significant negative effects on turnover intention. The model explains 81.6% of the variance (Adjusted $R^2 = 0.816$), highlighting that enhancing work-life balance and job satisfaction can substantially reduce turnover intention. These results provide theoretical contributions to employee retention studies and practical implications for human resource strategies in the hospitality industry.

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1. INTRODUCTION

The hospitality industry plays a strategic role in strengthening tourism and economic development, as hotels not only provide accommodation but also shape visitors' experiences, influencing destination image and competitiveness. In this highly dynamic industry, service quality, employee competence, and operational efficiency have become essential determinants of organizational success. However, the sustainability of these factors largely depends on the retention of skilled employees, particularly those belonging to younger generations entering the workforce. One of the critical challenges faced by hotels worldwide is high employee turnover, which disrupts service consistency, increases recruitment costs, and undermines long-term competitiveness [1].

Turnover intention, defined as an employee's conscious and deliberate willfulness to leave the organization, has been identified as a precursor to actual resignation [2]. Several studies highlight that turnover intention is strongly influenced by both work-related and personal factors, such as job satisfaction and work-life balance [3]. In the context of the hospitality sector, where long working hours, irregular schedules, and high work intensity are common, the risk of turnover is particularly significant [4]. According to reports, global hospitality businesses face turnover rates ranging from 30% to 70% annually, with Generation Z employees demonstrating higher mobility tendencies compared to previous generations [5].

Generation Z, individuals born between 1997 and 2012, is characterized by digital nativity, high adaptability, and strong preferences for flexibility, open communication, and meaningful work [6]. Unlike earlier cohorts, they place greater emphasis on work-life balance and career advancement opportunities [7]. Nevertheless, the hospitality industry often struggles to meet these expectations, as rigid structures and unpredictable schedules lead to dissatisfaction and disengagement [8]. Previous studies have shown

that job dissatisfaction and poor work-life balance are significant predictors of turnover intention among hospitality employees, underscoring the importance of organizational strategies to improve retention [9].

In Indonesia, the hospitality sector employs more than 300,000 workers and is among the most dynamic contributors to tourism growth [10]. Yet, employee turnover remains a pressing issue, with annual rates reported between 11% and 38% [11]. Within this context, Four Points by Sheraton Jakarta, Thamrin, as part of Marriott International's global network, faces similar challenges. Preliminary observations indicate that Generation Z employees at this hotel often experience difficulties in balancing work demands with personal life, coupled with limited satisfaction regarding career development opportunities. These conditions may increase their intention to resign, thereby threatening operational continuity.

Given these challenges, investigating the relationship between work-life balance, job satisfaction, and turnover intention is crucial for designing human resource management strategies tailored to Generation Z employees. Understanding these dynamics will not only support talent retention but also contribute to the long-term competitiveness and sustainability of hospitality businesses operating in an increasingly competitive environment.

2. METHOD

This study applied an associative quantitative research design to examine the effects of work-life balance (X_1) and job satisfaction (X_2) on turnover intention (Y) among Generation Z employees at Four Points by Sheraton Jakarta, Thamrin. The population consisted of 86 employees, from which 43 Generation Z respondents were selected using a non-probability sampling technique, as they represent the dominant workforce segment. Primary data were collected during July–August 2025 using a structured questionnaire based on a five-point Likert scale, consisting of thirty validated items representing the three study variables. Instrument testing was conducted to ensure validity and reliability, using Pearson correlation and Cronbach's Alpha coefficients, where a threshold value greater than 0.6 was considered reliable [9]. Data analysis was performed with SPSS version 25.0, beginning with descriptive statistics and continued with classical assumption tests including normality (Kolmogorov–Smirnov test, $p > 0.05$), multicollinearity (VIF < 10 and tolerance > 0.1), and heteroskedasticity (Glejser test, sig. > 0.05). Hypothesis testing employed multiple linear regression, ANOVA, and t-tests to evaluate both simultaneous and partial effects of the independent variables on turnover intention, while the coefficient of determination (Adjusted R^2) was used to measure the explanatory power of the model. This methodological framework ensures statistical rigor and aligns with established practices in turnover and organizational research [1], [2].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Demographic Profile of Respondents

The demographic profile of Generation Z employees at Four Points by Sheraton Jakarta, Thamrin, indicates that the majority are in the early productive age group of 18–25 years, with female employees representing 62.8% of the sample. In terms of departmental distribution, most respondents work in Food and Beverage Service (20.9%) and Front Office (18.6%), which are among the core operational divisions in the hospitality industry. Employment status is predominantly characterized by daily workers (53.5%), reflecting the flexible labor system commonly applied in the hotel sector. Furthermore, the length of service shows that most respondents have worked for 1–2 years (41.9%), suggesting that the majority are in the early phase of their career development. These characteristics underline the transitional nature of Generation Z employees in the hospitality industry, balancing early career experience with aspirations for long-term professional growth.

Table 1. Demographic Profile of Respondents

Characteristic	Category	Frequency (N)	Percentage (%)
Age	18–25 years	Majority	–
Gender	Male	16	37.2
	Female	27	62.8
Department	F&B Service	9	20.9
	Front Office	8	18.6

Characteristic	Category	Frequency (N)	Percentage (%)
	Housekeeping	7	16.3
	Others	19	44.2
Employment Status	Daily Worker	23	53.5
	Associate	18	41.9
	Supervisor	2	4.7
Years of Service	<1 year	7	16.3
	1–2 years	17	39.5
	3 years	11	25.6
	>3 years	8	18.6

3.1.2. Deskriptif Variabel Penelitian

The descriptive analysis of the research variables reveals that the overall turnover intention among Generation Z employees at Four Points by Sheraton Jakarta, Thamrin, is relatively low, with a mean score of 24.69, indicating that most respondents demonstrate minimal inclination to resign from their current positions. In contrast, the perception of work-life balance is categorized as moderately good, reflected in a mean score of 37.27, suggesting that employees perceive a fairly stable integration between work and personal life despite the demanding nature of the hospitality industry. Furthermore, job satisfaction is found to be in the high category, with a mean score of 61.93, which reflects employees' generally positive evaluations of their work environment, compensation, and opportunities for growth. Collectively, these findings highlight that the majority of Generation Z employees exhibit relatively high levels of satisfaction and a reasonable balance between personal and professional life, which may serve as critical factors in reducing their turnover intention.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Mean	Std. Deviation	Variance	Minimum	Maximum	Category
Turnover Intention (Y)	43	24.69	4.847	23.502	16	34	Low
Work-Life Balance (X_1)	43	37.27	3.923	15.396	30	44	Moderately Good
Job Satisfaction (X_2)	43	61.93	7.021	49.305	51	74	High

3.1.3. Validity and Reliability Testing

The validity and reliability of the research instrument were assessed to ensure the accuracy and consistency of the measurements. Construct validity was tested using Pearson's correlation, and all items demonstrated significant correlations with their respective variables ($p < 0.05$), confirming that each item effectively measured the intended construct. Reliability was evaluated using Cronbach's Alpha coefficient, with results indicating that all variables exceeded the minimum threshold of 0.60, thereby satisfying the reliability criteria. Specifically, turnover intention, work-life balance, and job satisfaction achieved Cronbach's Alpha values greater than 0.7, which indicates a high level of internal consistency across the measurement items. These findings confirm that the instrument employed in this study is both valid and reliable for analyzing the relationships between work-life balance, job satisfaction, and turnover intention among Generation Z employees in the hospitality industry.

Table 3. Validity and Reliability Testing Results

Variable	Number of Items	Validity Result (Pearson, p < 0.05)	Cronbach's Alpha	Reliability Category
Turnover Intention (Y)	10	All items valid	0.793	Reliable
Work-Life Balance (X_1)	10	All items valid	0.812	Reliable
Job Satisfaction (X_2)	10	All items valid	0.876	Reliable

3.1.4. Assumption Testing

To ensure the robustness of the regression model, a series of classical assumption tests were conducted, including normality, multicollinearity, and heteroskedasticity tests. The normality test, performed using the Kolmogorov–Smirnov method, revealed a significance value of 0.200 ($p > 0.05$), indicating that the data were normally distributed. Multicollinearity testing showed tolerance values above 0.10 and variance inflation factor (VIF) values of 1.003, well below the threshold of 10, confirming the absence of multicollinearity among the independent variables. Furthermore, the Glejser test for heteroskedasticity yielded significance levels of 0.961 for work-life balance and 0.752 for job satisfaction, both exceeding 0.05, suggesting homoskedasticity of the residuals. Collectively, these results demonstrate that the data met all the assumptions required for multiple regression analysis, thereby validating the reliability of the subsequent hypothesis testing.

Table 4. One-Sample Kolmogorov–Smirnov Normality Test Results

Statistic	Unstandardized Residual
N	43
Normal Parameters: Mean	0.000000
Normal Parameters: Std. Deviation	2.0293837
Most Extreme Differences: Absolute	0.086
Most Extreme Differences: Positive	0.086
Most Extreme Differences: Negative	−0.076
Test Statistic	0.086
Asymp. Sig. (2-tailed)	0.200[c,d]

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Criteria	Result
Work-Life Balance (X_1)	0.997	1.003	Tolerance > 0.10; VIF < 10	No multicollinearity
Job Satisfaction (X_2)	0.997	1.003	Tolerance > 0.10; VIF < 10	No multicollinearity

Table 6. Results of Heteroskedasticity Test (Glejser Method)

Variable	B	Std. Error	Beta	t	Sig.	Criteria (Sig. > 0.05)	Result
Constant	2.235	2.429	–	0.920	0.363	–	–
Work-Life Balance (X_1)	-0.002	0.049	-0.008	-0.049	0.961	Sig. > 0.05	No heteroskedasticity
Job Satisfaction (X_2)	-0.009	0.027	-0.050	-0.318	0.752	Sig. > 0.05	No heteroskedasticity

3.1.5. Hypothesis Test

The hypothesis testing was conducted using multiple linear regression to assess the effect of work-life balance (X_1) and job satisfaction (X_2) on turnover intention (Y). The ANOVA test indicated that the regression model was statistically significant with an F-value of 94.169 and a significance level of $p < 0.001$, confirming that the independent variables jointly influence turnover intention. The coefficient of determination (Adjusted R^2) was 0.816, suggesting that 81.6% of the variance in turnover intention can be explained by work-life balance and job satisfaction, while the remaining 18.4% is attributable to other factors outside the model. Partial t-tests further demonstrated that work-life balance ($\beta = -0.586$, $t = -7.157$, $p < 0.001$) and job satisfaction ($\beta = -0.518$, $t = -11.331$, $p < 0.001$) each have a significant negative effect on turnover intention, indicating that higher levels of work-life balance and job satisfaction reduce the likelihood of resignation among Generation Z employees. These results support the acceptance of all proposed hypotheses (H1, H2, and H3).

Table 7. Hypothesis Testing Results (Regression Analysis)

Hypothesis	Independent Variable	β (Beta)	t-value	Sig. (p)	Decision
H1	Work-Life Balance (X_1) → Turnover Intention (Y)	–0.586	–7.157	0.000	Accepted (Significant)
H2	Job Satisfaction (X_2) → Turnover Intention (Y)	–0.518	–11.331	0.000	Accepted (Significant)
H3	Work-Life Balance (X_1) + Job Satisfaction (X_2) → Turnover Intention (Y)	F = 94.169	–	0.000	Accepted (Significant)

3.2. Discussion

The results of this study strengthen the evidence that work-life balance and job satisfaction are fundamental determinants of turnover intention in the hospitality sector. The finding that work-life balance significantly reduces turnover intention confirms the view of Allen, Golden, and Shockley that balance is not merely about the allocation of time but also the sense of fulfillment in both work and personal roles, which has a direct impact on employee commitment [6]. This is particularly relevant for Generation Z, who highly value flexibility and autonomy in managing their professional and personal lives. Previous studies in the Indonesian hospitality industry have similarly emphasized that employees experiencing greater support in balancing work and personal demands are less likely to seek alternative employment [9], [11].

In line with this, job satisfaction was found to have a stronger negative effect on turnover intention compared to work-life balance, as indicated by a higher t-value. This supports the notion by Robbins and Judge that job satisfaction is one of the primary predictors of employee retention, as satisfied employees are more likely to remain loyal and engaged in the long term [2]. Comparative studies in the hospitality sector across Asia also suggest that job satisfaction is highly correlated with employee loyalty, particularly when organizations provide fair compensation, clear career paths, and a supportive work culture [3], [8]. This indicates that organizational strategies that enhance employee satisfaction will directly reduce turnover intention and improve service quality consistency, which is critical in service-driven industries such as hospitality.

Another important finding of this study is the strong explanatory power of the model (Adjusted R^2 = 0.816), which demonstrates that the majority of variance in turnover intention can be explained by work-life balance and job satisfaction. This aligns with prior quantitative studies reporting that internal organizational factors, such as satisfaction and balance, often outweigh external factors in influencing turnover behavior [5]. However, the remaining 18.4% unexplained variance indicates the possible role of other factors such as leadership style, organizational culture, and career development opportunities. For instance, leadership approaches that fail to recognize generational differences in expectations may exacerbate disengagement and turnover among younger employees [4].

From a practical perspective, these findings imply that hospitality organizations, particularly hotels operating under global brands, must design human resource management strategies that are adaptive to the expectations of Generation Z. This includes offering flexible scheduling, creating opportunities for continuous learning and career advancement, and fostering transparent communication. Such strategies not only reduce turnover intention but also strengthen organizational competitiveness by ensuring service stability and reducing recruitment and training costs. The integration of employee well-being programs, along with job redesign initiatives to align tasks with personal aspirations, can further enhance satisfaction and engagement, thereby minimizing resignation risks.

In conclusion, the study confirms the theoretical frameworks of turnover intention while emphasizing the need for practical organizational interventions tailored to generational characteristics. For Generation Z employees in the hospitality industry, achieving an optimal balance between work and personal life, combined with high job satisfaction, constitutes the key to retention and long-term organizational success.

4. CONCLUSION

This study concludes that both work-life balance and job satisfaction significantly and negatively affect turnover intention among Generation Z employees at Four Points by Sheraton Jakarta, Thamrin. The results reveal that a higher level of balance between work and personal life is associated with a reduced

tendency to resign, while greater job satisfaction also contributes to lowering resignation intentions. The regression model demonstrates strong explanatory power, with an Adjusted R^2 of 0.816, indicating that 81.6% of the variance in turnover intention is explained by the two variables, while the remaining 18.4% is influenced by other organizational or external factors. These findings highlight that retaining Generation Z employees requires management to prioritize flexible work systems, foster employee well-being, and enhance career development opportunities. Strengthening these aspects not only reduces turnover intention but also supports organizational sustainability and competitiveness in the hospitality sector.

ACKNOWLEDGMENTS

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