

THE EFFECT OF WORK LIFE BALANCE, WORK ENGAGEMENT, COMPENSATION, AND WORKLOAD ON TURNOVER INTENTION

Osha Adha Wahyudi

Faculty of Economics and Business, PGRI Madiun University

email: osha.adha@gmail.com

Abstrak

Tujuan dari penelitian ini adalah untuk menguji pengaruh beban kerja, gaji, keseimbangan kehidupan kerja, dan keterlibatan terhadap niat karyawan Generasi Z di PT Mandiri Utama Finance Madiun untuk keluar. Dengan menggunakan metodologi kuantitatif, penelitian ini mengumpulkan data melalui kuesioner. Menggunakan metode sensus, 74 pekerja Generasi Z menjadi sampel. Kami menggunakan SPSS 27 untuk menganalisis data menggunakan regresi linier berganda. Temuan menunjukkan bahwa beban kerja, gaji, keseimbangan kehidupan kerja, dan keterlibatan semuanya secara signifikan dan positif memengaruhi keinginan untuk keluar. Perusahaan disarankan untuk meninjau kebijakan kerja, meningkatkan dukungan organisasi, dan memodifikasi sistem kompensasi untuk mengurangi niat keluar, karena temuan ini menunjukkan bahwa bahkan ketika karyawan terlibat dan menerima kompensasi, ketidakseimbangan kehidupan kerja dan beban kerja yang tinggi terus mendorong niat untuk keluar.

Kata Kunci: work life balance, work engagement, kompensasi, beban kerja, turnover intention, Generasi Z

Abstract

The purpose of this study is to examine the effects of workload, pay, work-life balance, and engagement on the intention of Generation Z employees at PT Mandiri Utama Finance Madiun to leave. Utilizing a quantitative methodology, the study collected data via questionnaires. Using a census method, 74 Generation Z workers made up the sample. We used SPSS 27 to analyze the data using multiple linear regression. The findings demonstrated that workload, pay, work-life balance, and engagement all significantly and favorably affect the desire to leave. Companies are advised to review work policies, increase organizational support, and modify compensation systems to reduce turnover intention, as these findings show that even when employees are engaged and receiving compensation, work-life imbalance and high workload continue to drive the intention to leave.

Keywords : *work life balance, work engagement, compensation, workload, turnover intention, Generation Z.*

A. INTRODUCTION

The current workforce is dominated by Generation Z, who are projected to become the backbone of the workforce. This generation possesses unique characteristics such as expecting instant results and being easily rebellious, as well as prioritizing work-life balance and mental health. This situation makes employee turnover a critical issue that must be addressed by the field of Human Resource Management.

This research was conducted at PT Mandiri Utama Finance Madiun, where internal company data shows significant fluctuations and an increasing trend in turnover, particularly in the third quarter of 2023 and 2024. Employee resignation data also indicates that Generation Z is the most dominant group. This is due to Generation Z's high job mobility, high expectations for self-development, and tendency to seek new experiences. Therefore, this study aims to examine the factors influencing turnover intention, namely work-life balance, work engagement, compensation, and workload, to formulate appropriate strategies for employee retention.

Generation Z, born between 1997 and 2012, is beginning to dominate the Indonesian workforce. They possess unique characteristics, such as prioritizing work-life balance, work-life flexibility, and a high level of concern for mental health (Putri, 2024). Turnover intention has become a crucial issue in human resource management, particularly amidst the increasingly complex dynamics of workforce generations.

PT Mandiri Utama Finance Madiun experienced a significant increase in turnover intention, particularly among Generation Z employees. Internal data shows the turnover rate reached 14.3% in the third quarter of 2024. Factors such as work-life balance, work engagement, compensation,

and workload are suspected to influence this phenomenon.

This study aims to examine the influence of these four variables on turnover intention among Generation Z employees. The results are expected to serve as a reference for companies in developing more effective employee retention strategies.

B. METHOD

This study limits the variables to work-life balance (X1), work engagement (X2), compensation (X3), workload (X4), and turnover intention (Y). The respondents were all Generation Z employees at PT Mandiri Utama Finance Madiun.

The data collection method employed a Google Form to send a questionnaire online. Based on a Likert scale, the study tool included four possible responses: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). Descriptive statistical analysis was the data analysis technique employed. We tested the validity and reliability of the study instrument to make sure it was reliable and accurate.

This study employed an associative design and a quantitative methodology. There were seventy-four members of Generation Z who worked at PT Mandiri Utama Finance Madiun. The sampling strategy made use of a census. A questionnaire with a Likert scale of 1–4 was used to gather data. Validity and reliability tests of the research tool have yielded results that satisfy the necessary standards.

The data were analyzed using multiple linear regression with the following model:

$$Y = 21.143 + 0.899X_1 + 0.160X_2 + 0.288X_3 + 0.236X_4$$

Where: Y = Turnover Intention X₁ = Work Life Balance X₂ = Work Engagement
X₃ = Compensation X₄ = Workload

Variables	Cronbach's Alpha	Information
Work Life Balance	0.870	Reliable
Work Engagement	0.876	Reliable
Compensation	0.928	Reliable
Workload	0.861	Reliable
Turnover Intention	0.909	Reliable

Source: Data processed by SPSS 27 (2025)

Test Statistics	Asymp. Sig. (2-tailed)	Information
0.103	0.052	Normal

Source: Data processed by SPSS 27 (2025)

Variables	Tolerance	VIF	Information
Work Life Balance	0.251	3,984	No Multicholine
Work Engagement	0.149	6,709	No Multicholine
Compensation	0.131	7,624	No Multicholine

Source: Data processed by SPSS 27 (2025)

Variables	Sig.	Information
Work Life Balance	0.140	Homoscedastic
Work Engagement	0.890	Homoscedastic
Compensation	0.732	Homoscedastic
Workload	0.427	Homoscedastic

Source: Data processed by SPSS 27 (2025)

Variables	B	Sig.	Information
(Constant)	21,143	0,000	Significant
Work Life Balance	0.899	0,000	Significant
Work Engagement	0.160	0,000	Significant
Compensation	0.288	0,000	Significant
Workload	0.236	0,000	Significant

Source: Data processed by SPSS 27 (2025)

Variables	t-hit	Sig.	Information
Work Life Balance	4,414	0,000	Significant
Work Engagement	1,486	0,000	Significant

Compensation	1,227	0,000	Significant
Workload	1,601	0,000	Significant

Source: Data processed by SPSS 27 (2025)

C. RESULTS AND DISCUSSIONS

The results of the study show that all independent variables (work life balance, work engagement, compensation, and workload) partially have a significant influence on turnover intention in Generation Z employees at PT Mandiri Utama Finance Madiun .

- 1) **The Effect of Work Engagement on Turnover Intention:** Work engagement also has a positive and significant effect on turnover intention. This finding suggests that high work engagement does not always guarantee low turnover intention, possibly because it is not balanced by organizational support and commensurate compensation.
- 2) **The Effect of Work-Life Balance on Turnover Intention:** The work-life balance variable has a positive and significant effect on turnover intention. This means that the more unbalanced the work-life balance is perceived by employees, the higher their intention to leave.
- 3) **The Impact of Pay on Turnover Intention:** Pay has a big impact on turnover intention, and employees who are unhappy with their pay are more likely to want to leave the company.
- 4) **The Impact of Workload on Turnover Intention:** Workload has a positive and significant impact on turnover intention; the more work an employee feels they have to do, the more likely they are to plan to leave.

1. Descriptive Statistics

Respondents were predominantly male (55.4%), aged 25 years (18.9%), had a bachelor's degree (66.22%), and had 1–5 years of service (59.46%).

2. Hypothesis Test Results

With a sig. value of 0.000, the regression analysis revealed that the four factors had a positive and significant impact on turnover intention. The coefficient of determination (Adjusted R²) of 0.298 means that these four variables account for 29.8% of the variation in turnover intention.

3. Discussion

Work Life Balance had a positive effect on turnover intention, indicating that employees who felt they had a work-life balance were more likely to want to leave. This may be due to Generation Z's high expectations for flexibility and quality of life.

High Work Engagement does not necessarily reduce turnover intention, as it may not be balanced by adequate organizational support.

Good compensation actually increases turnover intention, indicating that employees may compare with other opportunities that offer better compensation.

High Workload significantly increases the desire to leave, in accordance with previous research findings.

D. CONCLUSIONS

The findings of the study indicate that work-life balance, work engagement, pay, and workload significantly influence the intention of Generation Z employees at PT Mandiri Utama Finance Madiun to leave, confirming the importance of non-financial factors like work-life balance and workload in retaining younger employees.

This study concludes that work-life balance, work engagement, compensation, and workload have an important and significant role in influencing turnover intention of Generation Z employees at PT Mandiri Utama Finance Madiun. The high intention to leave is greatly influenced by the

imbalance between work demands and personal life, high workload, and the mismatch between work engagement and compensation received.

- 1) **Work Life Balance** : Evaluate work life balance implementation policies, such as providing a more adaptive work system, and improving communication between superiors and subordinates.
- 2) **Work Engagement** : Providing appropriate rewards, work flexibility, and ensuring that the workload is not excessive, so that work engagement does not become a burden that encourages intention to leave.
- 3) **Compensation** : Providing compensation that is not only nominal, but also transparent and fair, which can motivate and increase employee satisfaction .
- 4) **Workload** : Distribute the workload fairly and proportionally, and ensure that the work targets given are clear and realistic .

E. SUGGESTIONS

For companies, it is recommended to:

1. Review work policies to increase flexibility.
2. Enhance organizational support and mental wellness programs.
3. Adjust compensation systems to be more competitive and transparent.
4. Conduct regular evaluations of workload and task distribution.

For further research, other variables such as work environment, job satisfaction, or leadership style can be added to gain a more holistic understanding.

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