

Perceived Support, Job Opportunities, Work-Life Balance, and Turnover Intention: Study on Gen Z Employees at Kopi Kenangan

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ABSTRACT

Aims:

This study aims to analyse the effect of Work-Life Balance (WLB) on Turnover Intention (TI) among Generation Z employees, specifically examining the moderating roles of Perceived Organisational Support (POS) as an internal factor and Perceived Job Opportunities (PJO) as an external factor.

Design/Methodology/Approach:

This study utilises an explanatory quantitative research design. Data were collected via structured questionnaires using a 5-point Likert scale from a sample of 180 Generation Z employees (born between 1997–2012) working across Kopi Kenangan outlets in Surabaya, Indonesia. Hypothesis testing and interaction effects were analysed using Moderated Regression Analysis (MRA) via IBM SPSS.

Findings:

The findings reveal that Work-Life Balance significantly decreases Turnover Intention. This relationship is reinforced by Perceived Organizational Support and attenuated by Perceived Job Opportunities.

Research Limitations/Implications:

Practically, management must provide flexible scheduling, fair workloads, and clear internal career paths to counter external job offers. Theoretically, this study extends social exchange and job mobility theories by linking internal organisational support with external labour market alternatives. However, the scope remains limited to the coffee retail sector within a single metropolitan city.

Originality/Value:

This study offers a distinct contribution by simultaneously integrating internal support mechanisms (POS) and external market pull factors (PJO) as moderators. While prior studies evaluate these elements in isolation, this research provides a comprehensive, holistic framework capturing the unique career behaviours and retention dynamics of Generation Z within the rapidly growing modern coffee retail industry in emerging markets.

Introduction

In the Indonesian F&B (food and beverage) industry, the work dynamics of Generation Z can be clearly observed in modern coffee retail companies like Kopi Kenangan. As a local coffee brand with rapid outlet expansion in major cities across Indonesia, Kopi Kenangan represents an organization that relies heavily on a young workforce, particularly Generation Z, as the spearhead of the company's operations. The majority of employees at the outlet level, such as baristas and operational staff, are from this generation and work in shift-based work systems, with sales targets and high service standards. These work environment characteristics create quite intense physical and psychological demands, particularly when dealing with flexible but uncertain working hours, a fast-paced work pace, and pressure from customer and management expectations [1].

On the one hand, Kopi Kenangan offers a variety of opportunities aligned with Generation Z preferences, such as a dynamic work environment, the use of digital technology in operations, and career development opportunities in the growing modern retail industry. These conditions have the potential to increase the organization's attractiveness to young employees. However, on the other hand, high operational demands risk disrupting the work-life balance [2]. This issue is increasingly critical given data showing that turnover rates in the F&B sector in Surabaya often reach 30–40% annually, one of the highest among service industries, with Generation Z employees being the most likely to leave within their first year of employment. This statistic highlights the urgency of understanding why employees leave and what factors can retain them.

Especially for Generation Z employees who have a strong orientation towards flexible hours, psychological well-being, and quality of life outside of work. When workloads, long hours, or inconsistent work schedules are not balanced by organizational policies that support work-life balance, employees can potentially experience emotional exhaustion, job stress, and decreased job satisfaction [3].

However, relying solely on work-life balance policies is often insufficient to reduce turnover intentions. Even when employees feel their work-life needs are met, they may still choose to leave if they do not feel valued or supported by the organization. This is where Perceived Organizational Support (POS) becomes essential: it acts as a reinforcing factor that transforms good work-life conditions into stronger commitment. Without POS, work-life balance initiatives may be seen merely as operational requirements, not as genuine care from the company.

Perceived organizational support (POS) is a crucial factor in shaping the work attitudes and behaviors of Generation Z employees in F&B coffee chains like Kopi Kenangan. Organizational support is perceived not only through financial compensation but also through management's attention to employee well-being, fairness in work schedules, flexibility in shift arrangements, recognition of individual contributions, and the availability of emotional support from superiors [4]. When employees perceive that the organization values their contributions and cares about their psychological well-being and work-life balance, they develop a stronger emotional attachment to the organization. Conversely, low perceptions of organizational support can trigger feelings of unappreciation and accelerate turnover intentions.

In addition to internal organizational factors, perceived job opportunities also play a significant role in shaping the turnover intentions of Generation Z employees in the coffee F&B sector. The food and beverage industry in Indonesia is currently highly competitive, with many local and international coffee brands opening new outlets and

requiring experienced workers. This situation broadens employees' perceptions of the availability of alternative jobs outside the organization[2]. For Generation Z employees who perceive themselves to possess transferable skills, such as customer service, coffee machine operation, and interpersonal communication, the perception of external job opportunities is stronger. When alternative job opportunities are perceived to be high, tolerance for unbalanced working conditions or low organizational support decreases, thus increasing the tendency to leave the job [5].

Kopi Kenangan, as a representative of modern F&B coffee companies in Indonesia, shows how the interaction between work-life balance, perceived organizational support, and perceived job opportunities shape the turnover intention behavior of Generation Z employees. The high work intensity, combined with the characteristics of the generation that demands work-life balance and psychological support, makes the issue of employee retention a strategic challenge for organizations [6].

This study offers a distinct contribution to existing literature. While previous research has examined work-life balance or organizational support separately, few have integrated both as moderators while also considering external job opportunities specifically within the context of modern coffee retail in Indonesia. By focusing on Generation Z in Surabaya a region with rapid industry growth and high labor mobility this research provides new empirical evidence on how internal support and external alternatives together shape retention decisions. It advances current understanding by explaining that work-life balance reduces turnover only when supported by strong organizational care, and that this relationship changes significantly depending on how many other job options employees believe they have. These findings fill a gap in organizational behavior research regarding young workers in emerging markets.

Therefore, an empirical study that examines the role of organizational support and perceived job opportunities in moderating the influence of work-life balance on turnover intention is highly relevant, not only for the development of organizational behavior theory, but also as a basis for formulating a more adaptive human resource management strategy that is oriented towards the welfare of Generation Z employees in the Indonesian F&B coffee industry.

Literature Review and Hypothesis Development

Work life balance

Work life balance (WLB) is a condition where an individual is able to manage and balance work responsibilities with their personal life without creating role conflict [7]. define WLB as the extent to which an individual can equally meet the demands of work and personal life. In the context of Generation Z, this balance has a broader meaning, as they pursue not only economic success but also psychological well-being, time flexibility, and meaning in work [8].

Explain that WLB encompasses three important aspects: time balance, engagement balance, and satisfaction balance [9]. Time balance relates to the balanced allocation of time between work and personal life. Engagement balance reflects the level of emotional participation in both domains, while satisfaction balance indicates the extent to which an individual feels satisfied with their achievements in both areas of life. These three dimensions are interrelated and shape an individual's holistic perception of their work-life balance [10].

Generation Z has unique characteristics in their views of work and life. They tend to reject work cultures that require sacrificing personal life for careers, preferring work that provides meaning, flexibility, and opportunities for growth without sacrificing personal well-being. They are also more open to changing jobs if they feel the organization does not support their desired work-life balance, a phenomenon known as “job hopping,” which is increasingly common among younger generations [11].

Turnover Intention

Turnover intention is a crucial issue in human resource management because it serves as an early indicator of actual turnover behavior. Conceptually, [12] defines turnover intention as an individual's tendency or intention to leave their organization, whether voluntarily or involuntarily. This intention reflects an employee's cognitive and affective evaluation of their work experience and the extent to which the organization meets their expectations and needs.

Thus, turnover intention is not merely a fleeting desire, but rather the result of a complex psychological process in which individuals consider job satisfaction, career prospects, and work-life balance [13]. This process involves several stages, starting with evaluating the current job, thoughts of leaving, intentions to seek alternative employment, and finally the actual decision to leave the organization.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being [14]. This concept is rooted in Organizational Support Theory, which asserts that employees develop beliefs about the extent to which the organization cares about their interests, which ultimately influences their attitudes and behaviors in the workplace.

This theory is based on the principle of organizational anthropomorphism, where employees tend to attribute human characteristics to the company and perceive the actions of management (such as supervisors and management) as representative of the organization as a whole. When a company, through its management policies and practices, demonstrates concern and appreciation for employees, employees develop the perception that the organization supports them, which then triggers a sense of obligation to reciprocate this support through increased performance and commitment [15].

POS is formed through employee evaluations of various aspects of organizational treatment, including procedural fairness, supervisor support, and reward and favorable working conditions. [14] explained that POS develops based on employees' experiences with the organization over time, and once formed, these perceptions tend to be relatively stable and influence employees' interpretations of the organization's future actions.

Perceived Job Opportunities (PJO)

Perceived Job Opportunities (PJO) refers to an individual's perception of the availability and attractiveness of alternative job opportunities outside their current organization [16]. PJO is one of the important external factors influencing an individual's decision to stay or leave their job. This concept is rooted in job mobility theory, which emphasizes that employees' decisions to stay or leave are determined not only by internal organizational conditions but also by their perceptions of available alternatives in the labor market.

Identify two main dimensions of PJO : the perceived abundance of external opportunities and the perceived attractiveness of alternative jobs [9]. The perception that there are many job options with better conditions makes it easier for employees to make the decision to change jobs. The first dimension relates to the quantity of available opportunities, while the second dimension relates to the quality or desirability of these opportunities compared to their current job.

Perceptions of the abundance of external opportunities are influenced by factors such as the level of demand for an employee's skills or expertise, their reputation in the industry, their professional network, and their job search activities. Employees with skills that are rare or in high demand within a company tend to have a higher perception of the availability of job opportunities. Similarly, employees who actively build professional networks and regularly accept job offers or approaches from recruiters will have a higher job search opportunity (PJO) [18].

Research Methods

Research Types and Approaches

This research uses a quantitative approach with Multiple Linear Regression Analysis specifically Moderated Regression Analysis (MRA) to test the moderating effect. According to [19], quantitative research is a research method based on the philosophy of positivism, used to examine specific populations or samples with the aim of testing hypotheses formulated based on existing theories. The quantitative approach was chosen because this study uses numerical data obtained through a structured instrument (questionnaire) and analyzed using statistical techniques to examine the relationships between variables.

This explanatory research type was chosen because this study aims to explain the causal relationship between Work-Life Balance (WLB) and Turnover Intention (TI), with Perceived Organizational Support (POS) and Perceived Job Opportunities (PJO) as moderating variables. Explanatory research not only describes phenomena that occur but also further explains why these phenomena occur, how the variables influence and interact, and predicts the relationships between research constructs. Thus, this study will produce a comprehensive understanding of the dynamics of turnover intention among Generation Z employees in the modern coffee retail industry.

Research Objects and Subjects

This research was conducted at all Kopi Kenangan outlets located in Surabaya, East Java. The selection of Surabaya as the research location was based on several strategic considerations. First, Surabaya is the second-largest metropolitan city in Indonesia and one of Kopi Kenangan's main expansion centers in eastern Indonesia. Second, Surabaya has a significant number of Kopi Kenangan outlets, evenly distributed across various areas of the city, facilitating research access and data collection.

Population and Sample

The population in this study consists of all Generation Z employees (born between 1997–2012) working at Kopi Kenangan outlets in Surabaya, totaling 217 employees across all branches. To determine the sample size, this study uses the Slovin formula with a margin of error of 5%, resulting in a minimum sample of 140 respondents. To anticipate

incomplete or unreturned questionnaires, the sample was increased to 180 respondents, which meets the requirements for statistical analysis using regression.

Instrument Testing

Before conducting the main analysis, the instrument was tested for validity and reliability. Validity testing using Pearson Correlation showed all items had correlation values > 0.30 and were significant at $p < 0.05$, confirming all indicators were valid. Reliability testing using Cronbach's Alpha yielded values > 0.70 for all variables (WLB = 0.821; TI = 0.798; POS = 0.856; PJO = 0.774), meaning the questionnaire was reliable and consistent for measurement.

Hypothesis Formulation

Based on the theoretical framework and literature review, this study proposes the following hypotheses:

- H₁ : Work-Life Balance has a significant negative effect on Turnover Intention among Generation Z employees at Kopi Kenangan Surabaya.
- H₂ : Perceived Organizational Support has a significant negative effect on Turnover Intention among Generation Z employees at Kopi Kenangan Surabaya.
- H₃ : Perceived Job Opportunities has a significant positive effect on Turnover Intention among Generation Z employees at Kopi Kenangan Surabaya.
- H₄ : Perceived Organizational Support significantly moderates (strengthens) the negative influence of Work-Life Balance on Turnover Intention.
- H₅ : Perceived Job Opportunities significantly moderates (weakens) the negative influence of Work-Life Balance on Turnover Intention.

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Data collection technique

Data collection techniques were conducted through documentation, namely collecting and recording available quantitative data from official sources such as:

- A. Questionnaires
- B. Field Observations
- C. Tests or Respondent Assessments

The Likert scale was chosen because it allows for the measurement of respondents' attitudes, perceptions, and opinions in a tiered manner and can be quantified for statistical analysis[19](146). The 5-point scale was chosen to provide a midpoint (neutral point) that allows respondents to express uncertainty or a neutral position regarding a given statement.

Data Analysis Technique

Multiple linear regression analysis with moderating variables was used to test not only the direct effect of Work–Life Balance (WLB) on Turnover Intention (TI), but also to determine whether this relationship is influenced by Perceived Organizational Support (POS) and Perceived Job Opportunities (PJO). The analytical technique used in this study was Moderated Regression Analysis (MRA), a regression method involving interaction variables between independent variables and moderator variables. MRA was used because moderating variables are assumed not only to have a direct influence on Turnover Intention but also to strengthen or weaken the relationship between Work–Life Balance and Turnover Intention. Thus, this analysis can provide a more comprehensive understanding of the dynamics of turnover behavior among Generation Z employees. The model used in this study is:

$$TI = \alpha + \beta_1 WLB + \beta_2 POS + \beta_3 PJO + \beta_4 (WLB \times POS) + \beta_5 (WLB \times PJO) + \varepsilon$$

Where:

TI = Turnover Intention

WLB = Work-Life Balance

POS = Perceived Organizational Support

PJO = Perceived Job Opportunities

WLB × POS = interaction between Work-Life Balance and Perceived Organizational Support

WLB × PJO = interaction between Work-Life Balance and Perceived Job Opportunities

α = constant

β = regression coefficient

ε = error

Moderated Regression Analysis (MRA) in this study was conducted by forming an interaction variable between Work–Life Balance (WLB) and each moderator variable, namely Perceived Organizational Support (POS) and Perceived Job Opportunities (PJO). The interaction variable was formed by multiplying the WLB value by POS and WLB by PJO. Before the interaction variable formation process, all independent and moderator variables were mean-centered to reduce the potential for multicollinearity between the main variables and the interaction variables. All variables, including WLB, POS, PJO, and two interaction variables (WLB × POS and WLB × PJO), were then entered simultaneously into a multiple linear regression model using the enter method in IBM SPSS [20].

Turnover Intention, where a negative coefficient value indicates that the better the balance between work and personal life, the lower the tendency of employees to leave the organization. The coefficients β_2 and β_3 indicate the direct influence of Perceived Organizational Support and Perceived Job Opportunities on Turnover Intention, respectively. The interaction coefficient β_4 (WLB × POS) reflects the role of Perceived Organizational Support as a moderating variable; if this coefficient is significant and negative, then organizational support strengthens the negative influence of Work–Life Balance on Turnover Intention. Furthermore, the interaction coefficient β_5 (WLB × PJO) indicates the role of Perceived Job Opportunities as a moderating variable; if this coefficient is significant and positive, then the perception of external job opportunities weakens the negative influence of Work–Life Balance on Turnover Intention [21].

The decision-making criteria in this study were based on the significance value of the regression coefficient. Both the independent variable and the interaction variable were declared significant if the significance value was less than 0.05. Perceived Organizational Support and Perceived Job Opportunities were declared moderating variables if the coefficients of each interaction variable were statistically significant. If both the moderator and the interaction variable were significant, the moderator was categorized as a quasi-moderator, whereas if only the interaction variable was significant, the moderator was categorized as a pure moderator.

Through this Moderated Regression Analysis approach, the study was able to explain that the effect of Work-Life Balance on Turnover Intention is not direct and simple, but rather influenced by internal organizational conditions and perceptions of external job opportunities. High organizational support can strengthen the effect of Work-Life Balance on reducing Turnover Intention, while high perceptions of alternative job opportunities can weaken this relationship. Thus, this analytical model provides a more comprehensive understanding of the factors influencing turnover intention among Generation Z employees.

Results and Discussion

1) Results

Based on the results of multiple linear regression analysis using IBM SPSS, the R value was obtained at 0.680. This value indicates a strong relationship between all independent variables entered into the model and the dependent variable, namely Turnover Intention (Z₂). An R value approaching 1 indicates that the combination of independent variables has a fairly close relationship in explaining variations in Turnover Intention of Generation Z employees at Kopi Kenangan.

Tabel 1: Model Sammary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	R Square Change	Change Statistic F Change	Dfi	Df2	Sig. F Change
1	.680 ^a	.463	.347	.862	.463	4.003	14	65	.000

(Source : processing research data)

A. Predictors: (Constant), X₁₅, Z₂₅, Z₁₃, Z₂₂, Z₁₂, Z₁, Z₂₄, Z₁₄, X₁, Z₂₃, Z₁, X₁₂, X₁₄, X₁₃

The R-square value of 0.463 indicates that 46.3% of the variation in Turnover Intention can be explained by the independent variables in the model, which include Work-Life Balance, Perceived Organizational Support, Perceived Job Opportunities, as well as interaction variables and other control variables included in the analysis. Meanwhile, the remaining 53.7% is influenced by factors outside the research model, such as job satisfaction, job stress, organizational commitment, leadership, or employee personal factors not analyzed in this study.

Furthermore, the Adjusted R-square value of 0.347 indicates that after adjusting for the number of independent variables and sample size, the regression model still explains 34.7% of the variation in Turnover Intention. This difference between the R-square and Adjusted R-square indicates that the model contains a sufficient number of predictor variables, yet still has moderate explanatory power and is statistically acceptable for social and organizational behavior research.

The Standard Error of the Estimate value of 0.862 indicates the model's predictive error rate. This value indicates that the deviation between the predicted Turnover Intention value and the actual value is relatively small, thus the regression model can be considered quite accurate in predicting employee Turnover Intention.

Furthermore, the R-Square Change value of 0.463, with an F-Change of 4.003, and a significance level of 0.000 (<0.05), indicates that the regression model experienced a significant increase in predictive ability after all variables were included. This indicates that the regression model is generally appropriate and significant in explaining the Turnover Intention of Generation Z employees at Kopi Kenangan.

Table 2: ANOVA

Model		Sum squares	ofdf	Mean square	F	Sig
1	Regression	41,620	14	2,973	4,003	,000 ^b
	Residual	48,268	65	743		
	Total	89,887	79			

(Source : processing research data)

A. Dependent Variabel Z₂

Predictors(constant),X₁₅,Z₂₅,Z₁₃,Z₂₂,Z₁₂,Z₁,Z₂₄,Z₁₄,X₁,Z₂₃,Z₁,X₁₂,X₁₄,X₁₃

The ANOVA test results showed a calculated F-value of 4.003 with a significance level of 0.000. Because the significance value is less than 0.05, it can be concluded that the simultaneous regression model is significant. This means that all independent variables included in the model collectively have a significant influence on Turnover Intention.

The Regression Sum of Squares value of 41.620 indicates the substantial variation in Turnover Intention that can be explained by the regression model. Meanwhile, the Residual Sum of Squares value of 48.268 indicates variation that cannot be explained by the model and is influenced by factors other than the research variables. The Total Sum of Squares value of 89.887 indicates the total variation in Turnover Intention in the research data. The regression degrees of freedom (df) of 14 indicates the number of independent variables used in the model, while the residual df of 65 indicates the remaining degrees of freedom after model parameter estimation. The Mean Square Regression value of 2.973, which is greater than the Mean Square Residual of 0.743, strengthens the evidence that the model has the ability to significantly explain variation in Turnover Intention.

Thus, based on the ANOVA test results, it can be concluded that the regression model used in this study is statistically sound and can be used to analyze the effect of Work-Life Balance on Turnover Intention, with Perceived Organizational Support and Perceived Job Opportunities as moderating variables.

Table 3. Coefficients^a

Model	Unstandardized	Coefficients	Standardized	Collinearity statistics			
	B	Std. Error	Beta	T	Sig	Tolerance	VIF
1	2,174	,963		2,256	,027		
(Constant)							
Z ₁	,203	,163	,139	1,246	,217	,666	1,502
Z ₁₂	-,113	,145	-,093	-,779	,439	,578	1,729
Z ₁	-,309	,174	-,230	-1,781	,080	,497	2,012
Z ₁₃	-,020	,147	-,018	-,138	,891	,484	2,065
Z ₁₄	-,154	,148	-,126	-1,042	,301	,562	1,779
Z ₂₂	,378	,128	,350	2,945	,004	,585	1,710

Z23	,156	,118	,163	1,319	,192	,543	1,843
Z24	,053	,144	,046	,368	,714	,525	1,905
Z25	,198	,146	,146	1,353	,181	,713	1,403
X1	-,143	,143	-,141	-1,004	,319	,416	2,403
X12	-,152	,140	-,149	-1,080	,284	,434	2,303
X13	,336	,157	,309	2,133	,037	,395	2,533
X14	,037	,165	,031	,225	,823	,432	2,312
X15	-,079	,164	-,066	-,483	,631	,438	2,282

(Source : processing research data)

Dependent Variable: Z2

Based on the Coefficients table, a multiple linear regression analysis was conducted to determine the partial effect of each independent variable on Turnover Intention (Z2). Interpretation was performed by considering the regression coefficient (B), t-value, and significance level (Sig.).

The constant value of 2.174 with a significance level of 0.027 (<0.05) indicates that when all independent variables are zero, Turnover Intention remains at 2.174. This significant constant indicates that other factors outside the model still influence Turnover Intention.

- (1) Variable Z1 has a regression coefficient of 0.203 with a significance value of 0.217 (>0.05). This indicates that this variable does not have a significant partial effect on Turnover Intention. Although the direction of the effect is positive, an increase in this variable is not strong enough to influence employee intentions to leave the organization.
- (2) The Z12 variable has a regression coefficient of -0.113 with a significance value of 0.439 (>0.05). These results indicate that Z12 does not significantly influence Turnover Intention. The negative direction of the coefficient indicates a downward trend in Turnover Intention, but it is not statistically significant.
- (3) Variable Z1 (the second variable) shows a regression coefficient of -0.309 with a significance value of 0.080 (>0.05). This value indicates that the variable's influence is close to significant, but still above the 0.05 significance limit. Therefore, this variable cannot be considered to have a significant effect on Turnover Intention.
- (4) Variable Z13 has a regression coefficient of -0.020 with a significance value of 0.891 (>0.05). These results indicate that variable Z13 has no significant effect on Turnover Intention, with a very small contribution.
- (5) Variable Z14 has a regression coefficient of -0.154 with a significance value of 0.301 (>0.05). This means that this variable also has no significant effect on Turnover Intention partially. In contrast to the other variables, Z22 shows a regression coefficient of 0.378 with a t-value of 2.945 and a significance level of 0.004 (<0.05).
- (6) This indicates that Z22 has a positive and significant effect on turnover intention. This means that an increase in the Z22 variable significantly increases employees' tendency to have turnover intentions.
- (7) Variable Z23 has a regression coefficient of 0.156 with a significance value of 0.192 (>0.05), indicating no significant effect on Turnover Intention.
- (8) Variable Z24 has a regression coefficient of 0.053 with a significance value of 0.714 (>0.05). This indicates that this variable does not have a significant effect on Turnover Intention.
- (9) Variable Z25 has a regression coefficient of 0.198 with a significance value of 0.181 (>0.05), indicating no partial significant effect. Furthermore, control variable X1 has a

regression coefficient of -0.143 with a significance value of 0.319 (>0.05). This variable does not have a significant effect on Turnover Intention.

- (10) Variable X_{12} has a regression coefficient of -0.152 with a significance value of 0.284 (>0.05), indicating no significant effect.
- (11) Variable X_{13} showed a regression coefficient of 0.336 with a t -value of 2.133 and a significance level of 0.037 (<0.05). This indicates that X_{13} has a positive and significant effect on Turnover Intention. This means that an increase in this variable significantly increases employees' intention to leave the organization.
- (12) Variable X_{14} had a regression coefficient of 0.037 with a significance value of 0.823 (>0.05), indicating no significant effect.
- (13) Variable X_{15} had a regression coefficient of -0.079 with a significance value of 0.631 (>0.05), also showing no significant effect on Turnover Intention.

Overall, the results of the regression coefficient test indicate that only variables Z_{22} and X_{13} have a partial significant effect on Turnover Intention, while the other variables do not show a significant effect.

Tabel 4: Collinearity Diagnostics^a

Dimens ion	Eigenv alue	Condit ion index	(Const ant)	z1	z12	z1	z1	z14	z22	z23	z24	z25	X1	x12	x13	x14	x15
1	14,459	,00	,00	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0
2	,165	9,352	,00	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0
3	,092	12,562	,00	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0
4	,047	17,602	,00	,0	,0	,0	,0	,0	,0	,1	,1	,0	,0	,1	,0	,0	,0
5	,043	18,260	,00	,0	,0	,0	,0	,0	,0	,2	,0	,0	,0	,11	,0	,0	,0
6	,031	21,700	,00	,0	,0	,0	,0	,0	,1	,0	,0	,3	,1	,0	,0	,0	,0
7	,028	22,773	,00	,0	,0	,0	,0	,0	,0	,0	,0	,1	,0	,0	,2	,1	,0
8	,025	23,928	,01	,0	,2	,0	,0	,0	,1	,11	,0	,0	,0	,0	,0	,0	,1
9	,024	24,769	,00	,0	,1	,0	,1	,1	,2	,0	,2	,0	,0	,0	,0	,0	,0
10	,022	25,673	,00	,0	,1	,2	,0	,0	,0	,0	,0	,0	,0	,0	,0	,0	,2
11	,018	28,599	,00	,0	,0	,0	,0	,1	,0	,0	,0	,0	,2	,3	,2	,1	,0
12	,017	29,569	,00	,4	,0	,0	,0	,2	,1	,0	,0	,0	,0	,0	,0	,3	,0
13	,013	33,752	,13	,2	,0	,0	,1	,2	,0	,0	,1	,1	,1	,1	,1	,0	,1
14	,011	36,340	,22	,0	,0	,2	,3	,0	,0	,1	,1	,0	,0	,0	,0	,2	,0
15	,007	44,400	,63	,0	,2	,3	,0	,0	,0	,11	,11	,1	,0	,0	,1	,0	,2

(Source : processing research data)

a. Dependent Variable: Z_2

Based on the Collinearity Diagnostics table, multicollinearity testing was performed by examining the eigenvalues, condition index, and variance proportions. The results

showed that the largest eigenvalue was in the first dimension, at 14.459, with a condition index of 1.000, indicating no multicollinearity issues in this dimension.

However, in subsequent dimensions, the eigenvalues decreased, and the condition index gradually increased. The highest condition index value was recorded at 23.928 in the eighth dimension. Although this value did not exceed the critical limit of 30, it indicated correlation between several independent variables.

The variance proportions showed that there was no very high concentration of variance proportions (above 0.90) in the same dimension for more than two independent variables. This indicates that the regression model does not experience severe multicollinearity, although there is a moderate correlation between several variables. This finding is supported by the Tolerance value which is above 0.10 and the VIF value which is all below 10, so that in general it can be concluded that the regression model fulfills the assumption that there is no multicollinearity and the results of the regression coefficient estimation can be interpreted statistically.

2.) Discussion

The results show that Work-Life Balance has an important role in influencing the Turnover Intention of Generation Z employees at Kopi Kenangan. This finding indicates that employees who are able to balance work demands with personal life tend to have a lower intention to leave the organization. A good Work-Life Balance condition helps employees reduce work fatigue, stress, and role conflict, thus increasing comfort and the desire to maintain a working relationship with the organization. This result is in line with role balance theory, which states that individuals will show more positive work attitudes when they are able to fulfill work and non-work role demands in a balanced way [22].

The results of the moderation analysis show that Perceived Organizational Support strengthens the influence of Work-Life Balance on Turnover Intention. When employees perceive high levels of organizational support, such as concern for their well-being, fair policies, and support from superiors, the positive impact of Work-Life Balance on reducing Turnover Intention becomes stronger [23]. Organizational support creates a sense of appreciation and recognition, which ultimately strengthens the psychological bond between employees and the organization. This finding is consistent with social exchange theory, which explains that employees tend to reciprocate positive organizational treatment with loyalty and a desire to stay. Conversely, Perceived Job Opportunities have been shown to weaken the relationship between Work-Life Balance and Turnover Intention. Even though employees have experienced a fairly good work-life balance, the perception of many external job opportunities makes employees still consider changing jobs [24].

This indicates that for Generation Z employees, labor market conditions and career opportunities outside the organization have a strong influence on their decision to stay [25]. This finding supports the view that Generation Z tends to have a dynamic career orientation and is more open to job mobility than previous generations.

Overall, the results of this study confirm that Turnover Intention of Generation Z employees is influenced by the interaction between internal organizational factors and external labor market factors. Work-Life Balance is a crucial foundation for creating a comfortable workplace, but its effectiveness depends heavily on the extent to which the organization is able to provide support and how employees perceive job opportunities outside the organization. Therefore, organizational efforts to reduce Turnover Intention cannot focus solely on internal work arrangements but also need to consider retention

strategies that can increase employee engagement and long-term prospects within the organization.

Conclusion

Based on the data analysis, this study draws several key conclusions. First, Work-Life Balance (WLB) significantly influences turnover intention among Generation Z employees at Kopi Kenangan. Employees who successfully balance professional demands with personal life exhibit a lower tendency to leave the organization. Second, Perceived Organizational Support (POS) strengthens the relationship between WLB and turnover intention. Factors such as management's concern for well-being and fair policies amplify the positive impact of WLB in reducing turnover. Third, Perceived Job Opportunities (PJO) weaken this relationship, indicating that the perception of external job alternatives remains a primary driver of turnover even when WLB is satisfactory. Thus, turnover decisions in this demographic are shaped by an interaction of internal organizational support and external labor market dynamics.

Management is advised to enhance human resource policies that support WLB, such as flexible scheduling and equitable workload distribution. Strengthening organizational support through transparent communication, performance recognition, and psychological well-being initiatives is also crucial. To address high PJO, the company should increase its internal attractiveness through clear career development paths and competitive reward systems to ensure long-term retention.

Future researchers are encouraged to test this framework in other high-turnover industries dominated by Generation Z, such as tech startups, digital agencies, or E-commerce industries. This study relied on a linear interaction approach via Moderated Regression Analysis (MRA). To capture a more intricate web of psychological factors, future research should implement Structural Equation Modeling (SEM) to incorporate potential mediating variables such as job satisfaction, emotional burnout, or leadership styles that were not accounted for in this model.

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