

## Research Article

# Influence of Work-Life Balance, Career Development, and Compensation on Generation Z's Turnover Intentions in Surabaya

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**Abstract:** This study aims to analyze the influence of work life balance, career development, and Compensation on turnover intention among Generation Z employees in Surabaya. The research used a quantitative method with a survey approach, distributing online questionnaires to 100 respondents who belong to Generation Z. Data were analyzed using the Partial Least Square (PLS) technique with the help of SmartPLS 3.0 software. The results show that work life balance, career development, and Compensation have a negative and significant influence in reducing turnover intention. Generation Z employees who experience a balance between work and personal life, have career development opportunities, and receive adequate Compensation tend to show higher loyalty to the company.

**Keywords:** Career development, Compensation, turnover intention, work life balance, Generation Z

## 1. Background

In facing increasingly intense business challenges and competition, human resources have become the key to a company's success. Human capital is not merely an asset but also a determinant in achieving long-term goals. Therefore, companies must enhance productivity, innovation, and competitiveness through optimal HR management practices such as training, development, and empowerment, enabling them to respond to market demands effectively and efficiently.

According to the 2020 Surabaya Population Census, the city has a population of approximately 3 million, with Generation Z as the largest group (28.6% or around 858,000 individuals). Gen Z, born between 1997 and 2012, is now entering the workforce with high expectations and a tendency to frequently change jobs—commonly referred to as “job hopping.” (Laucereno, 2022). A 2024 Populix survey found that the majority of Gen Z plan to work for only 1–4 years, with 30% staying just 1–2 years. This high turnover intention negatively impacts companies by increasing recruitment and training costs and reducing productivity.

The phenomenon of turnover intention, or the desire to change jobs, has become one of the main challenges faced by many companies. Turnover intention can have a negative impact on a company's productivity, operational efficiency, and the costs associated with recruiting and training new employees. Employee turnover intention refers to a condition in

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which an employee consciously has the tendency to seek job opportunities at a different company as an alternative (Hisbih et al., 2023). When an employee leaves their position and the company, other employees are often required to fill the vacancy or even take on double duties. Additionally, the company must incur extra costs to recruit new employees with the qualifications and skills that match its needs.

Pre-survey results indicate a high turnover intention among Generation Z employees in Surabaya. The majority (56.7%) have worked for less than one year, and only 6.7% plan to stay for 5–6 years, while 50% intend to work for only 1–2 years. This reflects a generally short tenure and poses a risk of increasing turnover if not addressed through effective retention strategies, which can ultimately affect productivity, recruitment costs, and organizational stability.

Based on the results of the preliminary survey, there are three main factors that trigger turnover intention among Generation Z employees: an imbalance between work and personal life (53.33%), lack of career development opportunities (73.33%), and inadequate compensation (60%). These three factors lead to stress, a sense of stagnation, and dissatisfaction with the company's rewards, thereby encouraging the desire to seek better and more flexible job opportunities.

Poor work-life balance is one of the main factors driving turnover intention among Generation Z employees in Surabaya. The preliminary survey results indicate that many of them struggle to separate work matters from personal life, which affects their emotional well-being and overall happiness. This generation tends to prioritize work flexibility. Work-life balance refers to the ability to allocate time and energy effectively between professional responsibilities and personal life (Wicaksana et al., 2020). The Jakpat survey (2022) shows that 37.2% of Generation Z would choose to resign if this balance is not achieved (Jakmin, 2023). The better the work-life balance, the lower the intention to resign (Sismawati & Lataruva, 2020). In addition to work-life balance, Generation Z employees in Surabaya also consider career development to be important. However, most of them feel that career progression in the company is neither effective nor transparent, making it difficult to earn promotions. The lack of long-term career planning and continuous training also limits their opportunities. Their high expectations for career development mean that limited opportunities can increase their desire to resign (Syahputra & Hendarman, 2024). A survey by Jakpat (2022) recorded that 38.5% of Gen Z chose to resign due to the lack of career advancement opportunities (Jakmin, 2023). The results of small group discussions also showed disappointment with monotonous work and unclear career paths, even promotions that can only be achieved by changing divisions. Career development is the process of improving competencies to achieve a desired career (Ni Luh Eva Riantini et al., 2021). Therefore, companies need to provide career development paths so that employees feel valued and motivated, as supported by previous research.

According to 2022 BPS data, Generation Z workers (aged 15–24) receive an average salary of Rp1,800,000–Rp2,100,000 per month, far below the Surabaya minimum wage of Rp4,375,479. This low salary is due to their generally entry-level, contractual status, and minimal work experience. This disparity contributes to increased turnover intention among Generation Z.

The issue of turnover intention is often associated with compensation perceived as inadequate by Generation Z employees. Data shows that many feel their income is insufficient to meet their living expenses and does not reflect appreciation for their work contributions. A indicated that salary was the primary factor influencing turnover intention, with an average score of 9.20, and a Jakpat survey (2023) noted that 64.9% of Generation Z considered the balance between workload and compensation. When contributions are not adequately recognized, dissatisfaction arises, prompting employees to seek other employment opportunities. Fair and competitive compensation is key to retention, especially for Generation Z, who are more selective about financial benefits. Research by Hutomo et al., (2020) shows that the lower the compensation, the higher the tendency for employees to leave the company.

The topic of turnover intention is a significant concern in human resource management, particularly regarding work-life balance , career development , and compensation . However, a research gap remains due to inconsistencies in previous research. Several studies have shown a significant negative effect of work-life balance and career development on turnover intention , such as those conducted by Sismawati & Lataruva, (2020) and Irawati & Meilani, (2024) . Another study found different results, by Sopia et al., (2024). stated that these two variables do not directly influence turnover intention . Therefore, this study is entitled "The Effect of Work Life Balance, Career Development, and Compensation on Turnover Intention of Generation Z Employees in Surabaya City" with the hope of contributing to the development of more effective HR policies.

## **2. Theoretical Studies**

### **2.1. Work Life Balance**

According to Damayanti & Khatimah, (2024) work-life balance is defined as a person's ability to manage and balance work and personal life, despite facing various responsibilities in both aspects. An employee is said to be able to achieve a good work-life balance if they are able to balance work, family responsibilities, and personal needs in harmony (Barage & Sudarusman, 2022). According to Sihotang & Sitompul, (2024), work-life balance is defined as a person's ability to balance work demands with family obligations and various other responsibilities outside of work. Meanwhile, according to Afifaturochmah & Swasti, (2024). Work life balance is a situation where employees have the flexibility to organize their working hours, so they can balance work responsibilities and personal life.

### **2.2 Career Development**

According to Mukuan et al., (2025) defines career development as an approach carried out by companies systematically to ensure the availability of employees who have the qualifications and experience that are needed when opportunities for career development are available. Ni Luh Eva Riantini et al., (2021) state that career development is a continuous process undertaken by individuals through various stages that have been systematically arranged by the company, with the aim of developing human resources to meet the company's needs. According to Adiputra & Milleny, (2024) defines career development as a strategic step that aims to improve employee insight and skills, so that employees have greater opportunities to develop and reach higher levels in the company.

## 2.3 Compensation

Compensation is broadly defined as the total rewards received by employees, both in monetary and non-monetary forms, as a form of appreciation for their contributions to the company (Taufik et al., 2021). It encompasses salary, incentives, and benefits, all of which are essential to maintaining employee satisfaction and motivation. Utomo & B. Santoso, (2021) emphasize that compensation also functions as recognition for the work performed by employees and should be aligned with both personal needs and organizational goals. Furthermore, Purwati et al., (2020) state that compensation reflects the company's acknowledgment of the time, energy, and ideas invested by employees to achieve company targets. In the context of this study, compensation plays a pivotal role in reducing turnover intention, particularly among Generation Z employees in Surabaya..

## 2.4 Turnover Intention

Turnover intention refers to an employee's conscious and deliberate desire to leave their current job and seek alternative employment, often driven by dissatisfaction or lack of fulfillment in the workplace. According to Damayanti & Khatimah, (2024), turnover intention is triggered when employees perceive a lack of job security or long-term commitment from the company. Similarly, Afifaturochmah & Swasti, (2024) define it as a psychological condition in which employees actively plan to resign in the near future, while Desi & Dosari, (2023) describe it as a voluntary intention to quit based on personal decisions. Various factors contribute to turnover intention, including organizational commitment, promotion opportunities, job satisfaction, work stress, and perceived fairness (Aziz & Zakir, 2022).

## 3. Research Methods

This study employed a quantitative research approach to investigate the influence of work-life balance, career development, and compensation on turnover intention among Generation Z employees in Surabaya. The research design was explanatory, aiming to examine the causal relationship between the independent and dependent variables. This approach was chosen because it allows for the testing of hypotheses through the analysis of numerical data using statistical tools.

The data collection process was carried out through the distribution of online questionnaires using Google Forms. A total of 100 respondents were selected using purposive sampling, targeting individuals from Generation Z (born between 1997–2012) who are currently employed in various sectors in Surabaya. The data were collected within a specific period, from April to May 2025.

The research variables include three independent variables: work-life balance, career development, and compensation, and one dependent variable: turnover intention. Each variable was measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), based on previously validated indicators from relevant literature.

The analytical technique used was Partial Least Squares Structural Equation Modeling (PLS-SEM), operated through SmartPLS 3.0 software. This method was selected due to its suitability for predictive modeling and its ability to analyze complex relationships between latent constructs, even with a relatively small sample size.

### 3.1. Data Collection Technique

In this study, the researcher employed a quantitative data collection technique using a survey method. The primary instrument used was a structured questionnaire, distributed online via Google Forms to 100 respondents who met the criteria of being Generation Z employees working in the city of Surabaya. The technique used in this study is purposive sampling, where respondents were selected based on specific characteristics aligned with the objectives of the research.

The questionnaire utilized a Likert scale to measure respondents' perceptions toward the variables of work-life balance, career development, compensation, and turnover intention. The data collection process was conducted openly and transparently, in which the respondents were clearly informed about the purpose of the research, ensuring ethical considerations and voluntary participation. This method was chosen due to its effectiveness in reaching a large number of participants and capturing comprehensive data relevant to the research objectives.

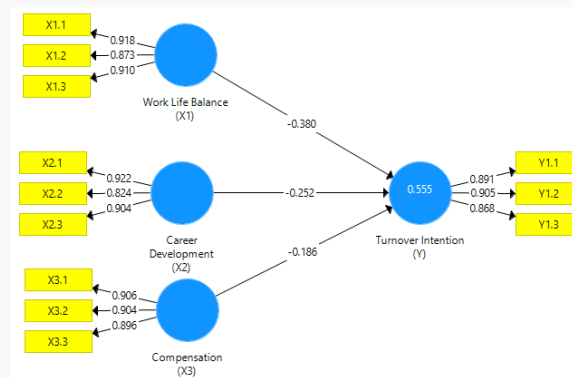
### 3.2. Data Analysis Technique

This study uses Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software to analyze the relationship between Work Life Balance, Career Development, Compensation, and Turnover Intention among Generation Z employees in Surabaya. PLS is appropriate for predictive research with complex models and small sample sizes, as it does not assume normal data distribution. The analysis includes evaluation of the outer model (validity and reliability through outer loading, AVE, cross loading, and composite reliability) and the inner model (R-square, path coefficients, and hypothesis testing using bootstrapping). This technique helps ensure the model's accuracy in explaining the influence of independent variables on turnover intention.

## 4. Results and Discussion

### 4.1. Result

This study applies the Structural Equation Modeling approach based on Partial Least Square (SEM-PLS) and uses SmartPLS 3.0 software in data processing. The model evaluation process in the PLS method includes two main parts, namely the outer model, which measures the indicators of each construct, and the inner model, which tests the structural relationships between variables. These two components are analyzed simultaneously to ensure validity, reliability, and to test the formulated hypotheses. Outer loadings testing is carried out on the variables Work life balance (X1), Career development (X2), and Compensation (X3) which each consist of 3 indicators, as well as the Turnover intention variable (Y) which is also represented by 3 indicators.



Based on the diagram above, it can be seen that all factor loading values for each indicator are above 0.7, so all indicators used to measure variables X and Y are declared valid and suitable for use in this study. Indicator validity can also be determined through the cross-loading value, where an indicator is considered valid if it has a higher cross-loading value on the measured variable compared to other variables. Conversely, if the value is lower than the indicators on other variables, then the indicator is considered invalid.

Next, reliability and validity measurements are conducted to assess the trustworthiness of a construct. This assessment refers to the Average Variance Extracted (AVE) and composite reliability values, which are used to measure the consistency of indicators within each variable. A variable is considered reliable if the composite reliability value exceeds 0.70. This test can also be supported by the Cronbach's Alpha value to strengthen the reliability results. Details of the test results are shown in the following table.

**Table 1.** Construct Reliability and Validity

Variables	Cronbach's Alpha	Composite Reliability	AVE	Note
<i>Work-life balance</i>	0.884	0.928	0.811	Valid & Reliable
<i>Career development</i>	0.860	0.915	0.782	Valid & Reliable
<i>Compensation</i>	0.885	0.929	0.813	Valid & Reliable
<i>Turnover intention</i>	0.866	0.918	0.788	Valid & Reliable

**Source:** PLS Data Processing Results (2025)

The work-life balance variables of 0.811, career development 0.782, compensation 0.813, and turnover intention 0.788 are all above 0.5, thus fulfilling the adequate convergent validity requirements. The Cronbach's Alpha values also exceed 0.7, namely 0.884 work-life balance, 0.860 career development, 0.885 compensation, and 0.866 turnover intention, which indicates that all variables are classified as reliable. This is reinforced by the results of the composite reliability test which is also above 0.7 for all variables: 0.928 work-life balance, 0.915 career development, 0.929 compensation, and 0.918 turnover intention, so it can be concluded that all variables in this study are valid and reliable.



**Table 2.** R-Square

Variables	R-Square
<i>Turnover intention</i> (Y)	0.555

**Source:** PLS Data Processing Results (2025)

Based on the results of data processing using the Partial Least Square (PLS) method through SmartPLS 3.0 software, an R-Square value of 0.530 was obtained . This value indicates that the three independent variables studied, namely Work-life balance , Career development , and Compensation, together are able to explain the variation of Turnover intention by 53.0% , while the remaining 47.0% is explained by other variables outside this research model.

The inner model , also called the structural model, describes the causal relationships between latent variables designed in the research. This relationship is based on the problem formulation and the proposed hypotheses. This model shows the overall relationship between the latent variables. In the SmartPLS program, hypothesis testing is performed using the bootstrapping technique , the results of which are displayed through the Path Coefficient value.

**Table 3.** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X1 -&gt; Y</b>	-0.380	-0.380	0.100	3,782	0,000
<b>X2 -&gt; Y</b>	-0.252	-0.258	0.115	2,185	0.029
<b>X3 -&gt; Y</b>	-0.186	-0.184	0.091	2,051	0.041

**Source:** PLS Data Processing Results (2025)

The following are the results of hypothesis testing based on the Path Coefficient, T-Statistic, and P-Value values displayed in the test table. The original sample value (path coefficient) indicates the direction of the relationship between variables, whether positive or negative. The P-Value indicates the level of significance of the relationship, where a value <0.05 indicates a significant relationship. The T-Statistic is used to test the significance of the path, and if the value is >1.96, the relationship between the variables can be declared significant

## 4.2 Discussion

Work life balance negatively affects turnover intention and this hypothesis is accepted, with a path coefficient value of -0.380, a T Statistic value of  $3.782 > 1.96$ , and a P Value of  $0.000 < 0.05$ , so the relationship is significant (negative). The results of the study indicate that work-life balance affects the turnover intention of Generation Z employees in Surabaya. The more balanced their work and personal lives are, the lower their desire to leave their jobs. Time balance is the most influential aspect in work-life balance , while intention to quit is the most dominant in turnover intention . When employees feel able to manage

their work time without sacrificing personal time, their tendency to leave their jobs decreases. Generation Z tends to prioritize quality of life, flexibility, and mental health, so disruptions in time balance can trigger psychological stress and the desire to look for other jobs. Therefore, companies need to provide a flexible work system so that employees have control over their time, in order to reduce the intention to resign and increase loyalty.

Career development also showed a negative influence on turnover intention , and this hypothesis was accepted, with a path coefficient of -0.252, a T Statistic of  $2.185 > 1.96$ , and a P Value of  $0.029 < 0.05$ , so the result is significant (negative). The analysis results show that career development influences the turnover intention of Generation Z employees in Surabaya. The greater the perceived career development opportunities, the lower their desire to look for other jobs. Generation Z is very concerned about career advancement and requires a work environment with a clear career path. The most influential factor in career development is career needs, while on turnover intention is the desire to leave the job. If the company is able to fulfill career needs, such as the suitability of the work role with personal goals and support for professional aspirations , the desire to leave will decrease. When work is aligned with career goals, employees will feel more meaningful and committed. Conversely, if these needs are not met, they tend to feel stagnant and start considering other jobs. Therefore, fulfilling career needs is important not only for HR development, but also to suppress turnover intention , especially in sustainably retaining Generation Z talent.

Compensation also has a negative effect on turnover intention , and this hypothesis is accepted, indicated by a path coefficient value of -0.186, a T Statistic of  $2.051 > 1.96$ , and a P Value of  $0.041 < 0.05$ , so the relationship is significant (negative). The results of the study indicate that Compensation has an effect on the turnover intention of Generation Z employees in Surabaya. The more adequate the compensation, especially the salary, the lower their desire to leave the company. Generation Z views salary as a form of appreciation and fairness for their work contributions. A salary that is in accordance with responsibilities and market standards provides a sense of security and satisfaction, while an inadequate salary can trigger the intention to look for another job. Therefore, companies need to ensure a fair, transparent, and performance-based salary system to maintain loyalty and reduce turnover intention.

## Conclusions and Suggestions

Based on the analysis of the influence of work-life balance, career development, and compensation on turnover intention among Generation Z employees in Surabaya using Partial Least Square (PLS) analysis, it can be concluded that these three factors can contribute to reducing employee desire to change jobs. Work-life balance has been proven to have an important role in suppressing turnover intention , where Generation Z employees who are able to balance work and personal life tend to have higher loyalty to the company. Imbalance in this aspect can trigger stress, emotional exhaustion, and decreased psychological well-being, thus encouraging them to seek more flexible work. Furthermore, career development also has a significant influence on turnover intention . Generation Z employees pay close attention to clarity of career direction and path as a reason to stay in the workplace. Lack of self-development opportunities can lead to a sense of stagnation which ultimately increases the desire to change jobs. In addition, adequate compensation also contributes to reducing



turnover intention . Generation Z employees have high expectations for fair and equitable work rewards. When compensation is felt to be disproportionate to the effort and contribution given, it can reduce loyalty to the company.

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